



Marketing Plan

2008
2009

THE LIVE MUSIC CAPITAL OF THE WORLD



Marketing Plan

2008
2009

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Message from the President



As we look ahead to the start of our next fiscal year, Austin finds itself in a sweet spot. Despite record gas prices and climbing concerns about the state of the national economy, Austin remains one of the strongest metropolitan markets in the country.

In 2007, we welcomed 19 million visitors, up from 17 million in 2003. Supported more than 76,000 tourism-supported jobs. Enjoyed a record meetings year with 432,067 booked room nights. Led all major Texas destinations in average daily rate and hotel occupancy, with citywide hotels filled 69 percent on average and downtown hotels filled 72 percent on average. And ranked at the top of the charts as one of the best places to live, work and play.

Evidence of Austin's thriving local economy is everywhere. Construction cranes dot the skyline, representing mixed-use retail and residential development. Austin-Bergstrom International Airport added a new south terminal to grow Austin's international route network; increased its number of nonstop flights to 52 destinations in the U.S., Canada and Mexico; and in 2007, experienced record-setting numbers in passenger traffic and airlift. New attractions like the Long Center for the Performing Arts and Mexican-American Cultural Center, as well as announcements for several new hotel projects, signal the growing demand and popularity of Austin as a top travel destination.

Austin has been blessed in years past as a darling of the media. But we can't, and won't, take that for granted.

Though Austin has the capacity to handle 78 percent of the entire domestic meetings business, our competition is growing. And with rising economic concerns across the country, the competition will be tougher than ever.

We're clearly making gains as a viable second-tier convention city, but we must continue to diversify our market mix to maintain and grow our current market share.

In 2009, we plan to commission new economic impact studies to lay the groundwork for future growth and success. Establish measurement and tracking mechanisms to ensure effective marketing spend. Pursue traditional and non-traditional tactics to support our new website and establish a presence where users are planning their travel — online. Concentrate efforts to target local drive-markets and those travelers who are most likely to visit Austin. And work with our newly contracted international agency, Global Hospitality Marketing Link, to promote the city as an emerging destination for international visitors.

We will continue to work hard to elevate the perception of Austin as a premier meeting and convention destination. Build our standing as a hospitable, welcoming community. And solidify our reputation as the Live Music Capital of the World®.

We present this plan as an opportunity to reaffirm our commitment to performing the best job possible in growing the economic viability of this industry and, thereby, enhancing the quality of life in Austin.

A handwritten signature in black ink, appearing to read 'Bob Lander', written in a cursive, flowing style.

Bob Lander
President & CEO
Austin CVB

Mission and Objectives

MISSION

An accredited member of the Destination Marketing Association International, the Austin Convention & Visitors Bureau is charged with marketing Austin nationally and internationally as a premier business and leisure destination, thus enriching our community's overall quality of life.



OBJECTIVES

The Austin market service area (MSA) attracts some 19 million visitors annually, who leave a \$2.84 billion impact on the regional economy ("City Tourism Impact: The Economic Impact of Travel & Tourism in Austin, Texas," *Global Insight*, 2006). As the city's sixth largest economic sector, tourism is recognized as one of the brightest spots on Austin's economic landscape.

We continue to see strong interest in Austin as a Meetings and Convention destination in all market segments and in 2007, enjoyed a record level of lead room night production. With increased airlift, announcements for several new hotel projects and a downtown hotel package that includes 5,500 rooms with another 2,000 proposed over the next several years, Austin maintains improved visibility in the national marketplace as a prime meetings destination. But, with major issues threatening the health of the \$740 billion dollar U.S. travel industry, including economic slowdown, a reduction in airline capacity and a further potential decrease in corporate business travel, we must remain cautious.

Austin CVB presents this 2008–09 Marketing Plan to be implemented as the approved budget allows. The plan focuses on generating business from meetings and conventions, group tours and individual leisure visitors. In pursuit of its mission, the Austin CVB seeks to:

- Increase the demand in the Austin MSA for hotel rooms, attraction visits, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry.
- Boost the demand for and usage of the Austin Convention Center by out-of-town groups and special events that, in turn, draw attendees to stay overnight in Austin hotels.
- Through the Austin Music Office, stay at the forefront of the music industry and local community through active participation in organizations such as the Austin Music Commission and the Live Music Task Force.
- Solidify Austin's reputation as the Live Music Capital of the World®, by booking live music acts for conventions and corporate meetings, and by encouraging patronage of Austin music venues.
- Support the economic viability of Austin's growing film industry through activities of the Austin Film Office, while maintaining a strong relationship with the local film community.
- Gain national and international media exposure for Austin's diverse attractions, natural environment, rich history and unique personality to further education and understanding of the Austin product.
- Support and contribute to the enrichment of Austin's multicultural, performing and visual arts, historic, recreation, education, sports, business and entertainment communities.
- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of Austin.



Mission and Objectives

AUSTIN CONVENTION & VISITORS BUREAU

The Austin Convention & Visitors Bureau is a private, nonprofit 501 C-6 corporation contracted by the City of Austin to market the city as a convention and tourism destination. In addition, under terms of this contract, Austin CVB also houses the Film Commission, Music Office, Heritage Marketing Department and Sports Commission.

Austin CVB is funded predominantly through a portion of the 15 percent hotel occupancy tax. For each dollar collected, Austin CVB receives 1.45 cents. In comparison, the Austin Convention Center receives 6.5 cents, the state of Texas receives 6 cents and arts organizations receive 1.05 cents. The Bureau operates on a fiscal year calendar from October 1 through September 30. To accomplish its mission and objectives, the Bureau seeks partnerships with hotels, the Austin Convention Center, tourist attractions, private sector businesses, publishing and media companies, airlines, car rental companies and others.

STATE OF THE INDUSTRY

Travel in all areas—meetings, corporate and leisure—remains strong in Austin, resulting in a solid meetings year and bookings for future years at record pace.

In 2007, Austin also led all major Texas destinations in average daily rate and hotel occupancy, with citywide hotels filled 69 percent and downtown hotels filled 72 percent on average. Despite rising gasoline prices, people continue to travel but prefer shorter, multiple trips throughout the year. In fact, weekend travel is more popular than ever, with leisure trips now representing 53 percent of all vacations taken by Americans, up from 46 percent in 2000 (*National Travel Monitor*, 2007). And, with the cost of a tank of gas nearing \$4 per gallon, predictions show drive destinations such as Austin will continue to benefit from these abbreviated vacations.

While Austin's current economic conditions are fair, evidenced by increased airlift, job growth and downtown development, several major factors could greatly impact our future economy. We anticipate individual corporate business travel to remain soft. The airline industry is in need of major reform — according to the Travel Industry

Association (TIA), deep frustration over delays and security screenings caused air travelers to avoid an estimated 41 million trips over the past 12 months at a cost of more than \$26 billion to the U.S. economy. And, despite a worldwide boom in international travel and favorable exchange rates, overseas visitation to the U.S. has decreased 17 percent since 2000, due in part to the arduous visa, entry and communication reform requirements international visitors face.

Further, while Austin's reputation as a premier meetings destination continues to grow, so does the competition. A steady buildup of infrastructure across the nation directly competes with Austin. Second-tier cities are aggressively developing new product, including new hotel projects and convention center expansions. And with Austin hotel occupancy and room rates close to record levels, we face the challenge of pulling together adequate room blocks that allow us to remain competitive.

We need to continue to work hard to elevate the perception of Austin as a premier leisure and meetings destination.

As a testament to the Bureau's continuing efforts to raise the bar for destination marketing organizations, Austin CVB has been awarded accreditation from the Destination Marketing Accreditation Program (DMAP), an international certification program developed by the Washington, D.C., based Destination Marketing Association International. In earning accreditation, Austin CVB has attained a significant standard of excellence — fewer than 50 bureaus in the nation have received accreditation.

Austin CVB continues to scrutinize all programs and pay careful attention to those that do not directly impact hotel occupancy. Our efficient and accountable fiscal controls are carefully monitored by Austin CVB's Board of Directors to ensure resources are invested carefully and efficiently.



Mission and Objectives

MEETINGS & CONVENTIONS

The goal of the Convention Sales staff is two-fold: aggressive long-term pursuit of large groups to the Convention Center and solid penetration of the short-term group market for individual hotel business. Primary market segments are national and state associations, along with key vertical markets including sports, religious, government, green, hi-tech and multicultural groups.

During calendar year 2008, there are 48 groups using the convention center, and 31 of those utilizing multiple hotels. The economic impact of that business totals more than \$253 million.

Year-to-date (5/31/08), the outlook for 2009 is slightly ahead of last year's booking pace, with 37 definite convention center groups (28 percent increase over the same time last year), of which 32 are considered citywide (23 percent increase). Another 23 groups remain as tentative.



For FY '08-'09, there are three main objectives for Convention Sales:

1. Solidify the current base of local business as well as expand on the Texas meetings market to go beyond the state associations, and uncover new business opportunities with national associations and corporate business based in Texas.
2. Increase Eastern Regional Office production with a renewed focus and a more stable presence in these crucial markets (Washington D.C., Mid-Atlantic).
3. Capitalize on the groundwork done over the past two years in the Western Markets to yield new business.

To track booking pace, the Convention Sales department regularly utilizes the nationally recognized TAP Report (Trends Analysis Projections), which provides pace analysis for convention bookings ahead for eight years to identify voids in the calendar. TAP provides an independent and objective view into how Austin production is measured in a stand-alone capacity, within the state, as well as on a national level.

Last year, the position of Director of Industry Relations and Strategic Sales was created as a liaison to the industry's leading associations. This year, Industry Relations has taken the first several steps to assist the hotel community in the development of an Austin Chapter of Hospitality Sales and Marketing Association International. As a result of our efforts in this area, Austin booked the highly sought-after Professional Convention Management Association 2009 Leadership Conference, which will attract 500 of the most influential travel industry executives from around the world.

CUSTOMER SERVICE

Whether convention delegates or vacationing families—it's all about the "visitor experience." And Austin CVB's award-winning Convention Services team, complete with some 30 part-time employees, along with the knowledgeable staff and volunteers of the Austin Visitor Center all work diligently to ensure the best visitor experience possible.

Now competing in a national arena for business to fill the expanded Convention Center and area hotels, Austin CVB is negotiating with groups that expect an elevated level of service and additional incentives that were not previously required.

Advanced technology, such as customized micro-sites, promotional e-mail blasts and an array of automated housing system features, are now routinely needed. Meeting planners expect and demand results from destinations and are increasingly tasking CVBs to step up to the plate. Austin CVB's Convention Services Department consistently stands out as a shining star by delivering an outstanding level of personal assistance at every step of the process, from preliminary visits with meeting planners to on-site execution of the event. We supply additional resources for convention groups through collateral materials, housing and registration assistance, and online materials.



Mission and Objectives

Austin utilizes a state-of-the-art Passkey Reservation System, an online housing system that facilitates the room reservation process for multi-property conventions. Among its marketing initiatives for the upcoming year, the department plans to develop a comprehensive digital services kit, available online or on CD along with a tiered welcome program for citywide groups. Expand the "All Access" program to include more area restaurants, retail outlets and nightlife offerings and discounts for convention delegates. Create an on-site convention attendee evaluation card to secure convention delegate feedback. And continuously work to promote Austin's green efforts.



Several years ago, Austin CVB moved the Austin Visitor Center to Sixth Street to better serve the needs of visitors. In doing so, we also received recognition for our efforts in preserving and renovating the historic Grove Drug

building. While the Visitor Center's walk-in traffic increased, the biggest success of the new location has been the growth in retail sales. Since the relocation, gross revenue receipts have risen nearly 75 percent, with retail revenue to date up 7 percent over last year.

MARKETING COMMUNICATIONS

Austin continues to receive outstanding media coverage from local, statewide, national and international outlets. Among the highlights: *Cooking Light* named Austin among the healthiest cities in America, while *Food + Wine* lauded local chefs for creating upscale barbecue. CNN.com and Golf.com teamed up to name Austin America's No. 1 golf destination. In February, as the result of a press trip led by the Communications staff, the *Boston Globe* recommended the Texas capital as the perfect spot for a girlfriend getaway. And DailyCandy.com, a leading website for forward-thinking fashionistas, lauded South Austin's hip personality and vintage shopping scene. The department also worked with production companies on behalf of CMT (Country Music Television), A&E (Arts & Entertainment), The Weather Channel and *Good Morning America*.

Marketing Communications proactively pursues media coverage through an ongoing schedule of press releases, pitches, media visits

and familiarization tours. Goals for the upcoming fiscal year include refining and optimizing media relations and increasing local coverage and community awareness of the bureau's mission and initiatives. In addition, the department will continue to build on international interest in the city by working with the public relations agencies employed by the state of Texas in the United Kingdom, Germany, Canada and Mexico.

Introduced in 2007, the "Austin: Now Playing" advertising campaign has proven extremely successful. Focus groups conducted in June and July of 2007 indicated the campaign resonates with meeting planners and leisure travelers alike. Respondents found the campaign compelling because it effectively works to capture the unique moods, attitudes, personalities and landscapes of Austin.

In FY '08-'09, we will maintain a presence in key national leisure and meetings trade publications, but will extend the Now Playing campaign into new media vehicles, including online. As the travel and meeting planning industries continue to evolve, it is increasingly critical for Austin to have a strong Web presence. And in 2007, the groundwork was laid to develop a cutting-edge website and a strategic online marketing plan to drive site traffic and ultimately, interest in Austin. During FY '08-'09, ACVB will implement targeted Internet marketing initiatives to help influence visitors and meeting planners to choose Austin.

To that effect, in May of this year, ACVB launched a new cutting-edge website. The redesigned site reflects the Bureau's efforts to move the city into an increasingly Internet-based world of travel and tourism and fortifies the city's reputation as a high-tech hub. One of the nation's most advanced destination websites, austintexas.org is designed to bring Austin's vibrant, 24-hour attitude to life with experiential videos, avatar guides and a timeline tool that allows users to build their perfect day in the Live Music Capital of the World®. A robust summer promotion

and comprehensive online marketing plan, which includes rich media, social networking and user-generated content, will support the launch.



Mission and Objectives

LEISURE TOURISM

With Austin's increased visibility in the national media and trends showing an increase in regional travel, leisure tourism represents the greatest area of growth for Austin. We see this as an opportunity to pique the interest of domestic and international tour operators who have not explored this market, as well as a chance to increase the number of individual leisure trips, particularly through travel packaging. Austin CVB has contracted with Travel Spike to provide a new online travel packaging system. We continue to leverage our partnerships with local attractions and neighboring Hill Country towns to boost regional marketing efforts. During the past fiscal year, the Tourism Department worked with several new tour operators who added Austin to their itineraries for the first time.

To help promote the Texas capital as an emerging destination for international travelers, ACVB has contracted with Global Hospitality Marketing Link (GHML). One of the nation's leading international representation companies, GHML is charged with developing strategies and partnerships to bolster relationships with key European travel partners and trade organizations, especially those based in the United Kingdom, Switzerland and Germany. GHML also represents San Antonio, and will work to comprehensively package Texas as a destination, capitalizing on the record number of international visitors Texas has received in the past year.

For the second year in a row, Austin CVB hosted a luncheon during National Tourism Week to call attention to the industry and its impact on the local economy. More than 500 people attended the event. Plans for the 2009 luncheon are already underway.



HERITAGE MARKETING

Another area for potential growth comes from heritage tourism, a large segment of the \$40 billion Texas tourism industry (Texas Historical Commission). By extending and enhancing the programs of our Heritage Marketing Department, we can direct more travelers toward experiencing Austin's unique heritage and culture.



Earlier this year, a cutting-edge self-guided GPS Ranger™ audio and video tour was launched in partnership with Bar Z Adventures. Piloted by Global Position System (GPS) technology, the GPS Ranger™ offers visitors a new way to take in Austin's historical and cultural attractions. Available at the Visitor Center, the tour is the first of its kind to be made available in American Sign Language.

In ongoing partnerships with the multicultural, preservation and heritage communities, the Heritage Marketing Department continues to sponsor a Black History Month celebration in February, the candlelit tour of the Governor's Mansion and the Heritage Society's Annual CIRCA Antiques Show in spring.

FILM & MUSIC MARKETING

For seven consecutive years, Austin has topped *Moviemaker* magazine's annual poll as one of the "Top 10 U.S. Cities to Live and Make Movies," and was most recently named the "#1 City" in 2008. Diverse geography, broad industry infrastructure (including a sufficient crew base and ample studio space) and film-friendliness are just a few reasons the city remains a favorite.

Austin CVB's Film Office continues to work hard to promote Austin and the surrounding area as premier locations for film and feature projects, and regularly assists with locations, scouting and production, and serves as a liaison between production companies, residents, business interests and governmental entities. But major threats, including substantial incentive programs offered by neighboring states such as Louisiana, will force us to work harder.

Mission and Objectives

Notable efforts in 2007 include the passing of a statewide incentive program that provides producers with financial grants for filming in the Lone Star State. In partnership with the city of Austin, the Film Commission also launched a new “Now Playing: Cast and Crew Bonus Features” discount program, which extends discounts at local businesses to industry professionals filming in Austin.



In recognizing and promoting Austin as the Live Music Capital of the World®, Austin CVB aggressively markets local music to convention groups, organizations and media. In doing so, the Austin Music Office will book nearly 200 local acts for meetings and events during this fiscal year. The Music Marketing Director works closely with the music community to provide continued support and

explore new promotional opportunities to utilize one of the city's greatest assets. In partnership with Austin Energy and the Austin Latino Music Association, the Music Office assists in planning, promoting and producing the annual Austin Latino Music Month each May. This department also produces a compilation CD of Austin music that is used as a primary promotional tool by the ACVB staff at trade shows, as client gifts and for media distribution. Building upon the success of the Austin CD series, the Music Office produced a new holiday CD and Latino Music Month CD earlier this year.

SPORTS COMMISSION

Created in 2005, the Austin Sports Commission serves to recruit, retain and grow professional, collegiate and amateur sporting events. In turn, these events ultimately generate economic impact for Austin and increase national awareness of the city as a destination for large-scale competitions.

The Commission also works with organizers to locate hotel accommodations, venues and vendors; secure sponsorships; and help increase participation and attendance at events. From motorcycle rallies to rugby championships, Red Bull Flugtag® to University of Texas at Austin football, the Sports Commission serves as a resource to a wide variety of event producers and team organizers.

Department highlights over the past year include the passing of Senate Bill 150, which allows the department to be more competitive by providing access to state funding. In addition, the department hosted the first annual Sports Commission Golf Classic fundraiser, which helped raise more than \$10,000 in its inaugural year.



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Convention Sales

Mission

The Convention Sales Department promotes Austin as a premier meeting and convention destination to meeting planners across the nation and throughout the world. The primary objective is to generate meeting and convention business for Austin hotels, the Austin Convention Center and other meetings venues in the greater metropolitan area.

Convention Sales & Marketing Overview

We continue to see strong interest in Austin as a Meetings and Convention destination in all market segments. This is the direct result of a multi-faceted sales effort that includes face-to-face selling in all key markets, focused client events, leveraging our participation in national and local industry associations, and print and online advertising.



These sales and marketing efforts continue to drive a record level of lead room night production as we go into our 08-09 fiscal year. Lead production is considered by the industry as an indicator of demand for a destination. With the strong local hotel economy, the ACVB convention sales effort needs to continue to be strategic in our placement of convention business in order to maximize occupancy in future years.

According to the 2007 Professional Convention Management Association (PCMA) Meetings Industry Survey, Austin remains in a position to accommodate up to 78% of the current meetings market. This market (serving groups that require up to 2000 rooms on peak night, using less than 100,000 sq. ft of exhibit space) is one of the strongest segments of the industry. This will remain our primary focus.

We continue to promote the key attributes of Austin that remain critical factors in the decision process of meeting planners:

- Safe and walkable downtown
- Compact and diverse hotel package
- Unique and accessible entertainment districts and attractions
- Good accessibility (air, and drive markets)
- A large regional population (15 million+) and a diverse economy within a one-day drive of the city
- A destination with its own original flavor that will provide a memorable experience for the visitor

State of the Meetings & Convention Industry

Decision Makers/Meeting Planners have never had more choices in destinations and facilities. They are seeking a destination that provides a unique experience for their attendees. Austin is positioned well to meet this need, and incrementally increase our market share with the potential for even greater growth with additional hotel inventory.

Despite current national economic conditions, Austin remains relatively strong in the meeting and convention segments and National and State association meetings continue to show steady growth and resilience. Over the past year, we've seen an increase in new definite booking for Austin in the mid-sized corporate meeting sector such as Prudential Real Estate, Keller Williams, National Instruments, and most recently the John Deere Aftermarket Expo. Corporate meetings tend to be somewhat less rate sensitive, and book relatively short-term.

As we evaluate the current state of the meetings industry, we must continue to monitor the build up of infrastructure across the nation that directly competes with the businesses and associations that would consider Austin as a meetings destination. Major hotel projects offering 1,000 or more guestrooms and upwards of 100,000 square feet of meeting space will open in San Antonio, Fort Worth, Dallas, Orlando and Indianapolis within the next couple of years. These new projects will help their cities – many of which fall into the category of “legacy” convention destinations – re-tool their sales efforts to target the small to mid-size meetings market, in which Austin competes.

It is imperative to the future health of the convention center and the convention and meetings industry that the development of a new convention hotel happens immediately.

These cities have also realized that investing in their downtown and entertainment districts with visitors in mind provides a competitive advantage in securing more of the meetings business. It also improves the quality of life for residents. We continue to see strong competition from other 2nd tier cities that have new hotel projects or convention center expansions underway, and which are aggressively selling in the meetings marketplace.

Convention Center Pricing Model

The Austin Convention Center introduced a new pricing model in 2008. This model takes into consideration, when pricing out potential business, the bed tax revenue received for an individual group. This new pricing model has allowed us to become more competitive in the marketplace as center rental remains the key buying deciding factor.

Sales Process

We continually review our overall business processes within the ACVB convention sales department. We continue to use the TAP (Trends Analysis, and Projections) report to give us an objective view of our production and basis for comparison to other Texas destinations. This information is critical to our efforts to target business in “soft years” and, more importantly, it helps us to create the road map to a more aggressive and proactive sales effort.

Market Shift

Market shifts continue to dictate the current production and sales focus. The robust Austin hospitality market is forcing changes in the type of business we solicit. The markets that produced well for Austin over the past several years (sports, government, Texas state associations, SMERF) are no longer as viable as in the past. As a result, we have increased our presence in the producing markets (small short term meetings, corporate meetings, national association, and technology meetings) for Austin. We must remain nimble and flexible as market conditions continue to change.

Hotel availability and room blocks

One of the leading challenges the Convention Sales team faces in securing more citywide conventions is the inability to deliver suitable compact room blocks compared to our competition. With 5,500 downtown hotel rooms, we face significant challenges trying to develop room block commitments of 1,500-2,000 to meet the needs of groups. In order to offset this issue we are looking further out (2011 and beyond) to solicit groups that may give us greater flexibility with the room blocks, allowing us to compete more effectively.

The definite conversion ratio for the Convention Sales department – the rate at which prospective business turns definite – is currently averaging 17-19 percent (by comparison, nationally, most CVB convention sales operations average a 25 percent conversion on lead room nights to definite room nights). This is an indicator of our strong local hotel economy and, the challenges we face in developing compact downtown group room blocks. There are a few key factors/initiatives that could improve this situation and increase our conversion percentage:

- An increase in downtown hotel inventory.
- A slow down of the local hotel economy.

- Strive to find new business opportunities in all market segments with added emphasis on the Texas Association and Corporate markets.
- Continue to advocate meetings business as a important element of a strong hospitality economy.

Competition and Infrastructure development

As previously stated, the continued build up of new hotels, convention centers and expansions on a national level provides our greatest threat to securing more national and local association business. Many of these projects are being built to target the same size business ACVB is pursuing. As is the case in most expansion projects, prior to the opening they tend to offer very competitive pricing and incentives in order to place future business on the books.

Industry Relations

During FY '06-07, the Convention Sales department implemented an Industry Relations program including the creation of a Customer Advisory Board (CAB). In FY '07-08, each of these new initiatives evolved and has proven to be a significant asset.

The position of Director of Industry Relations and Strategic Sales was created to serve as a liaison to the industry's leading associations. We now have representation on national committees for each of the major industry organizations. This involvement at the board and committee level, in conjunction with our sales and marketing initiatives, has helped to increase visibility of Austin as a premiere meetings and conventions destination as well as develop new business opportunities by building strong end-user client relationships.

As a result, we have been successful in securing several industry meetings and conferences for Austin. Examples include the 2008 ASAE Chairman's Roundtable Retreat and the 2008 ASAE Fellows Retreat, as well as the PCMA Leadership Conference for 2009. Additionally, the position obtains information and provides the sales team with insights into trends and analysis of the current state of the business. In FY '08-09, it will be critical to continue to strengthen these relationships and to expand committee involvement into other leading industry organizations such as Meeting Professionals International. We will work to position Austin as a viable meeting destination with each of these industry associations in the hopes of securing future conventions and meetings of all sizes and scope.

As we continue to develop as a destination, it becomes more and more imperative to elevate our sales and marketing abilities and understanding of the marketplace. The Hospitality Sales and Marketing Association International (HSMIAI) offers professional training and development that will allow Austin to produce the highest caliber of hospitality professionals. We have taken the first steps in the possible development of an Austin Chapter and will begin chapter development in FY '08-09.

Customer Advisory Board

The Director of Industry Relations and Strategic Sales works closely with the Customer Advisory Board in program and content development, as well as related initiatives. The CAB has allowed Austin CVB to assess its strengths and weaknesses from the customer perspective, learn more about current industry trends, client needs, competition, and how better to strategically promote Austin from a sales perspective. The feedback has been invaluable. We begin a new term in FY '08-09 and will continue to generate new content and gain further insight from members.

Community Action

The Director of Industry Relations serves as a staff liaison for the Austin CVB Community Action Committee. This committee has three priorities: visitor safety, the establishment of a Convention District and augmenting visitor services. Appropriate action will follow in the coming year.

Strategic Alliances

It remains a priority for the Convention Sales team to strengthen strategic alliances with airline partners, the Downtown Austin Alliance, and other related entities in order to communicate our message locally, build effective partnerships that will better serve our clients, and augment Austin CVB's marketing efforts. In FY '08-'09, the Director of Industry Relations will continue to identify appropriate partners and work to build new strategic alliances.

Business Development – Texas Meetings Market

The state and regional association market remains a mainstay for both short and long term business. The regional corporate market traditionally provides us an opportunity for short term business development to help fill open dates for the Austin Convention Center and Austin hotels within a three year window.

Additional scheduled sales calls and business development activities include:

Sales Calls and Business Development Activities

First Quarter	
Event	Type
IAEM Expo	Tradeshow
Holiday Showcase	Tradeshow
Texas Sales Calls	Sales Trip
Midwest Sales Calls	Sales Trip
DC Sales Mission/Client Event	Sales Trip
West Coast Sales Calls	Sales Trip
NCC-MPI (Northern California)	Tradeshow
IAHMP	Tradeshow
NCBMP	Tradeshow
Local Austin Client Appreciation Event	Business Development
Rejuvenate Marketplace	Tradeshow
Second Quarter	
Event	Type
West Coast Sales Calls	Sales Trip
MICC – Denver	Tradeshow
Local Sales Calls – Austin	Business Development
Government Sales Calls (DC)	Sales Trip
Midwest Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
TSAE Southwest Showcase	Tradeshow
PCMA Annual Meeting	Conference
RCMA Annual Meeting	Tradeshow
MPI-PEC	Tradeshow
NCCMPI	Tradeshow
Destination Showcase DC	Tradeshow
Northeast Sales Calls	Sales Trip
UT Appreciation – Austin	Business Development

Third Quarter	
Event	Type
Chicago Client Event	Business Development
TSAE Invitational	Business Development
West Coast Sales Calls	Sales Trip
IMEX	Trade Show
Midwest Sales Calls	Sales Trip
SGMP Annual Convention	Tradeshow
GAMPI – Atlanta	Tradeshow
Multicultural Sales Calls	Business Development
Springtime in the Park – DC	Tradeshow
DC Client Event	Business Development
Fourth Quarter	
Event	Type
Government Sales Calls (DC)	Sales Trip
Midwest Sales Calls	Sales Trip
Northeast Sales Calls	Sales Trip
Southeast Sales Calls	Sales Trip
Association Forum Week – Chicago	Sales Trip
TSAE Educational Conference	Business Development
ASAE Annual Meeting	Tradeshow
Affordable Meetings- DC	Tradeshow
CESSE	Business Development
MPIWEC	Tradeshow
Northeast Sales Calls	Business Development

Major Convention Center Bookings in FY 2007-2008

Group	Mtg Start	Mtg End	PRN	TRN	ATT
American Astronomical Society	1/8/2008	1/12/2008	550	2,185	3,000
Out and Equal Workplace Advocates	9/10/2008	9/13/2008	1,310	4,825	2,150
NTP Distribution	2/17/2009	2/20/2009	415	1,651	750
National Hurricane Conference	4/5/2009	4/11/2009	1,050	4,585	2,500
Airports Council International-North America (ACI-NA)	10/7/2009	10/15/2009	1,050	4,945	2,200
Prudential Real Estate Affiliates	3/7/2010	3/9/2010	2,200	9,425	7,000
National Guard Association of the United States	8/19/2010	8/24/2010	2,400	10,780	4,000
National Association of Insurance Commissioners	3/25/2011	3/29/2011	1,225	4,290	1,500
Texas Association of School Boards	9/28/2011	10/2/2011	4,800	13,492	10,000
Texas Association of School Boards	9/26/2012	9/30/2012	4,800	13,492	10,000

Convention Sales Deployment

The responsibilities of the Sales Team members are divided by both region and group type.

Title	Name	Assigned Markets
Vice President of Sales	Rob Hampton	Select Accounts
Director of Industry Relations and Strategic Sales	Mary Kay Hackley	Select Accounts
Assistant Director of Sales	Shannon Cannon	Texas
Director of Eastern Regional Sales	Jim Doherty	D.C./Mid-Atlantic
Account Director of Eastern Regional Sales	Meredith Brown	D.C./Mid-Atlantic
Director of Midwest Regional Sales	Sarah McCabe	Midwest
Account Director	Kelly McBride	Midwest
Account Director	Maurice McCloney	Southeast; African-American
Account Director	Donna Cottle	Government; Religious
Account Director	Alysia Tata	West Coast; University of Texas
Executive Dir., Austin Sports Commission	Matthew Payne	Sports
Account Dir., Austin Sports Commission	Matt Wilson	Sports
Executive Meetings Manager	Lisa Perry	Under 150 rooms
Executive Meetings Manager	Lindsey Elliott	Under 150 rooms
Business Development Manager	Susan Richardson	All Markets
Sales Analyst/Program Manager	Christine Cramer	

Sales Goals & Initiatives, 2007-2008

In FY 0506, the sales team produced 395,348 TRN (410,000 goal, or 96%).

In FY 0607, the sales team produced 432,067 TRN (420,000 goal, or 103%).

As of May 23, 2008, the year-end production for FY 0708 is projected to be 400,706 TRN (400,000 goal, or 100%).

Sales management will continue to monitor the year-end projection through the end of the summer and use this information in conjunction with historical data to determine sales goals for FY 0809. This section will be updated in September 2008.

Marketing Goals/Strategies, FY 2008-2009

Goal 1: Continue to drive destination awareness

Strategies:

- Seek to develop high-profile client events in key markets to promote Austin to the meetings industry.
- Maximize our sponsorship leverage in national association meetings and trade shows such as ASAE, PCMA and MPI where appropriate.
- Strategically place advertising dollars across media channels to maintain brand awareness within the industry.

Goal 2: New Business Development

Strategies:

- A newly-assigned Business Development Manager assists all account directors in prospecting for new business. Previously, this position was handled through a contracted agency. By bringing the position in-house, the department will have greater control over leads and more targeted prospecting practices.
- Develop a comprehensive, strategic new business prospecting plan for each account director.
- Continue to conduct monthly reviews with account directors to uncover new business, with a particular focus on groups that utilize the Convention Center and multiple hotels.
- Expand sales focus on vertical markets (Technology, Music, Film and Green meetings)
- Expand upon the multi-cultural market as a potentially valuable market segment for Austin. Coordinate marketing efforts with the Hispanic, African-American and Asian chambers of commerce.
- Continue to drive brand awareness in key markets by hosting high profile client events at industry meetings and sales missions.
- Target third party planners and association management firms (Conferon, Conference Direct, Helms-Briscoe etc.) to host regional or board meetings.
- Improve business mix and define our sales universe.
- Build upon the momentum we have created in the critical key markets of Washington, D.C., Chicago/Midwest, and Denver/West by positioning Austin as a unique, emerging, accessible and affordable destination to compete for the larger national meeting and conventions.
- Increase awareness of Austin in key target markets through direct sales, site visits, and tradeshow.
- Concentrate efforts on short-term bookings for 2009-2013, as well as an aggressive prospecting campaign for opportunities that produce 1,000-2,500 rooms' peak nights for future years.
- Further develop national association business from emerging market hubs in the Southeast (Atlanta), the Northeast (New York, New Jersey and Philadelphia), California, Kansas City, St. Louis and Indianapolis.

Goal 3: Texas Meetings Market Development

Strategies:

- Finalize and implement an "Expanded Texas Market Reach" strategic marketing plan to identify association and corporate clients that are not currently in the Austin customer base.
- Continue to work closely with repeat customers to assure that Austin remains in their rotation patterns. Focus on organizations that require 1,000-2,500 peak room nights as these programs offer the strongest impact for the city.
- Coordinate sales missions in Dallas, Fort Worth, Houston and San Antonio to prospect for new corporate and Texas based association business as well as thank existing clients and encourage their continued business.
- Coordinate sales missions in Austin, with hotels and the Austin Convention Center, to uncover new business opportunities locally, as well as to show appreciation for their existing business.
- Create a local client appreciation event.
- Participate in Texas industry chapter meetings and events (TSAE, PCMA, IEEE, MPI, etc.) to network with new and existing clients.

Goal 4: Develop sales collateral and marketing materials to support direct sales efforts.

Strategies:

- Work with Communications Department to maximize national media exposure for meetings and conventions.
- Develop sales collateral materials (bid books, PowerPoint presentations, rack brochures, tradeshow materials, etc.) that reflect our new advertising campaign.
- Utilize new technology including a new Digital Marketing Center and advanced e-marketing system.
- Produce new sales video.
- Develop a direct marketing campaign to the national association market.

Austin Sports Commission

Mission

The Austin Sports Commission (ASC) recruits, grows and retains sporting events in the greater Austin area. Sporting events in our community continue to generate a significant economic impact for the city.

ASC works hand in hand with local organizing committees and event organizers in order to identify possible venues, secure hotel space and, most importantly, serve as a local resource for ensuring operational success of the event. The Commission also works diligently to locate national governing bodies wishing to secure a host city for their specific disciplines.



Department Overview

As an extension of the sales force of the Austin CVB, the Austin Sports Commission actively promotes Austin as a destination to event organizers and their boards of directors. ASC ensures the event's success by regularly working with event organizers to share information on the city and local service providers.

ASC's client list covers a wide variety of sporting events from the professional level to the amateur level and includes all age groups. Marketing efforts solicit grass-roots support from participatory and national governing bodies that find Austin an ideal spot to host these events.

Presently, Austin CVB funds 100 percent of the Sports Commission's operating expenses. The staff plans to utilize every opportunity possible to supplement the funding and has identified several strategies by which to accomplish this. All revenues in excess of expenses will be retained in a "bid pool" in order to become more competitive with other cities in securing sporting events.

State of the Austin Sports Market

The hotel market continues to be robust in the Austin area. Occupancy numbers are high, and hotel demand has remained strong in recent years, presenting a consistent challenge: full hotels mean higher rates and traditionally, athletes are budget-conscious travelers. As such, while event producers may set aside small room blocks, participants typically travel on their own funds and seek the best available deals – whether those are available at the host hotel or not. This practice tends to lead to inaccurate numbers when reporting visitorship based on hotel room blocks alone. It also becomes difficult to accurately measure the economic impact of specific events when hotel information is not consolidated.

Given these challenges, the Austin Sports Commission initiated the use of a verification form earlier this year to bring more accuracy to the measured impact of sporting events on the hotel community. The document, called the Pre-Event Form, has been successful in quantifying the numbers of visitors brought to Austin by sporting events. ASC will continue to use the form as a method of accurately depicting sports-related visitorship.

Austin remains a viable market as it relates to the sports consumer. Looking ahead, we look to identify need periods and to fill those vacancies with sports business by identifying sports organizations that may accept higher room rates in order to hold events in Austin.

Successes

- Event Funding – the Sports Commission has worked diligently during the past two years to amend current state legislation, and in September 2007 amendments to Senate Bill 150 were approved. This legislation allows ASC to access state funding to lure and bid on nationally-based, visitor-heavy sporting events. This program will help ASC to be more competitive and reach the next level as a sports destination.
- 1st Annual Golf Classic – ASC's first real fundraiser, which took place in November 2007 at the University of Texas Golf Club, was a huge success. The complete field of golfers enjoyed beautiful weather, live music, great food, an amazing private course. The event brought in over \$10,000 to support the efforts of the Sports Commission.
- Marketing Collateral – in October 2007, the Sports Commission introduced its first marketing brochure and collateral since the department's creation. This material was created in time to present it to a large number of event rights holders at the annual TEAMS conference, hosted in Louisville, KY.

Events

Some of the more notable events that took place in Austin during the last fiscal year include:

U.S. Masters Swimming Nationals – April 2008

- Nearly 1,900 swimmers from around the world.
- Competitors ranged from 18-81 years old and included four former Olympians.
- Austin hosted the U.S. Masters National Championships once before, in 1988.

United States Tennis Association Adult Masters – November 2007

- Held over 35 courts in three different sites across the city.
- In partnership with Austin's Capital Area Tennis Association, the tournament featured the top eight point earners in all Adult divisions in the Texas Adult Sectionals.
- More than five hundred athletes competed.

USA Rugby Men's Club Playoffs – May 2008

- More than 1,200 athletes representing 40 teams came from across the U.S.
- Delivered the nation's highest level of men's club rugby to Texas' Capital City.

As we work towards building premier sporting events in Austin, we will continue to work with numerous national sports governing bodies, including:

- Senior Softball
- USA Taekwondo
- National Veteran Wheelchair Games
- USA Volleyball
- NCAA Athletics / University of Texas at Austin® Athletic Department
- Xterra Global Tour
- Advertising World Series
- Nike, Inc.
- United States Bowling Congress

ASC will also continue to leverage our 26-member Board of Directors, comprised of individuals with an interest in sports and recreation, to oversee and provide guidance for the Austin Sports Commission. A member roster is included on the last page of the plan.

Marketing Goals/Strategies, FY 2008-2009

GOALS	Annual Goals 07-08	Annual Goals 08-09
Room Nights	48,000	TBD
Event Leads	75	TBD
Fundraising Development	\$100,000	\$125,000
BOD Communications	36	36

Goal 1: Sporting Event Outreach

Strategies:

- Identify local organizing committees that currently exist within the city in order to maximize strength during bid process.
- Encourage current customer base to expand reach and marketing efforts in order to attract more out-of-town visitors.
- Expand prospecting efforts to include higher rated meetings and events.
- Seek events that can take place during value and/or need periods.

Goal 2: Increase visibility and branding of ASC and Austin as a premier sporting destination

Strategies

- Conduct client-focused events and sales missions in key markets.
- Seek opportunities at national sports related trade shows to promote the benefits of Austin as a premier location for sporting events.
- Solicit customer feedback via online or traditional outreach.
- Utilize electronic media to promote ASC via web, online media and USB drives.
- Pursue events and event rights holders that leverage television and other media coverage.
- Further relationship with University of Texas at Austin® Athletic department in order to attract more nationally televised events into the area, thereby increasing exposure of Austin as a sports destination.
- Encourage event holders to increase their media relations efforts and work with Austin CVB Communications Department to increase media exposure and enhance sports information online at austintexas.org.
- Work with industry specific publications and newsletters for inclusion of destination-based features and ad placements. Priority will be placed on outlets that have strong history of working with sports commissions.

Goal 3: Management of Sports Commission Board of Directors

Strategies

- Determine the proper model for a board member and pursue those individuals who fit the role from within the community.
- Communicate in an effective and concise way the mission of the board member and the expectations associated with this role.

Goal 4: Fundraising

Strategies

- Establish preeminent annual college football kickoff event (1st Annual set for August 2008).
- Replicate and build on the success of the first ASC golf tournament, scheduled each year in November.
- Encourage board members to become fundraisers.
- Plan fundraising events by utilizing local event marketing companies and other marquee non-profit organizations.
- Move forward with applying monetary incentive funds provided by September 2007 legislation (SB 1523*) to reach out to events on the radar for recruitment.

**SB 1523 provides a vehicle for funding to specific national governing bodies that bring championships and regional sporting events*

Goal 5: Continue to build local and regional network of partners

Strategies

- Capitalize on national media exposure and ASC's involvement with regional sports, and build alliances with local partners to gain a competitive edge in securing sports business.
- Connect with national, regional, and local companies that can benefit by branding their product or service with events occurring in the city.

Goal 6: Create distinct sports marketing-specific services that differentiate Austin from the competitive set

Strategies

- Using the Convention Services model as a guide, create a comprehensive service model to support the sports customer.
- Develop a turnkey service package to provide customer marketing support (i.e. collateral, sponsorship support, microsite development).

ASC BOARD MEMBERS

NAME	AFFILIATION/COMPANY	POSITION
Scott Abel	St. Edward's University	Associate AD
Scott Alves	Centex Beverage	Director of Marketing
Jim Baker	UT Athletic Department	Associate AD, Events & Operations
John Berlet	Seniors Advisory Group	President
Mike Berry	Triton Sports Management	President
Jack Boone**	Smith Barney	Vice President, Investments
Paul Compton	Thomas & Murphey	President
John Conley	Conley Sports	President
Jerry Conway	Sonic Restaurants	President
Ali Cox	Ali Cox & Company	President
Kyle Dalton	Capital City Sports Report	Editor
Brad Davison	Capital of Texas Triathlon	Race Director
Mike Duncan	Lone Star Soccer	General Manager
Karen Fenske	Triton Sports Management	Corporate Event Manager
Chip Gist	Grey Rock Golf Club	General Manager
Kevin Grandin	White Lodging	Regional VP
Sam Guzman	SGJ Essential Services	Principal
Tim Hayden	GamePlan Marketing & Events	President
Bucky Lamb	Rodeo Austin	General Manager
Bob Lander	Austin Convention & Visitors Bureau	President & CEO
Jay Miller	Round Rock Express	President & COO
Luisa Mauro	Greater Austin Restaurant Association	Board Member
Tony Sahyoun	Wyndham Austin	General Manager
Cal Varner	Cal Varner & Associates	Principal
Pete Webb	Glazer's Distributing	District Manager
Carol Welder	Capital Area Tennis Association	Board Member

**** Board Chairman**

Convention Services

Mission

The Convention Services Department supports definite meeting and convention bookings by providing customers with assistance and services that benefit and enhance their meetings. From assisting in the initial sales process to final execution of the meeting, the Services Department strives to assist planners in making their Austin events as successful as possible, often resulting in a commitment to return with future business. The department connects each organization with local business, provides housing registration and offers on-site registration assistance to contracted meetings.



Department Overview

Convention Services continues to be one of the most dynamic aspects of any CVB. In today's marketplace, clients rely more than ever on Convention Services departments for everything from housing assistance, site inspections, venue suggestions, pre-show promotion and expertise in creating a truly memorable experience for their attendees.

Convention Services proves vital to the sales cycle. Effective Convention Service efforts open the door to a potential for increased sales opportunities. A successful meeting depends on the entire experience, which starts with the personal assistance extended to planners by the services staff.

An efficient Convention Services department challenges itself to remaining attuned to client needs at present and in the future. Advance technology, such as customized micro sites, promotional e-mail blasts and an array of automated housing system features, are necessities in the market. Austin CVB's Services team strives to meet this challenge by using a "high tech with a high touch" approach.

Despite technological developments and its impact on the meetings business, a superior Convention Services department depends on the human element. In that arena, Austin CVB remains very strong in terms of experience and commitment.

The department consists of a Director of Convention Services, Assistant Director of Convention Services, Convention Services Manager, Housing Manager, Convention Services/Housing Coordinator, part-time housing clerks and approximately 30 part-time registration assistants.

The following plan outlines initiatives for the upcoming fiscal year that continue to showcase the world-class reputation of the award-winning Services department and strategies to further enhance the offerings and services that clients have come to expect.

Introduction to Convention Services

Meeting planners are introduced to Convention Services either in the booking stage, during site visits or from informational packets sent to contracted business.

Referrals/Service Leads

Planners or conference committee members often seek recommendations on local products, venues and services. Convention Services provides lists of local resources, along with the *Meeting Planner & Destination Guide*, and directs clients to the Austin CVB website. Convention Services offers an online supplier lead-referral service to assist planners in securing local suppliers for their meetings.

Attendance Builders

The Services Department exhibits at conventions of some larger groups in the year prior to their Austin meeting. The purpose is to inform conference attendees about Austin and encourage attendance the following year.

Site Inspections

Convention Services assists planners with scheduling appointments and accompanying them on tours of local facilities and to meetings with local conference suppliers.

Planning Meetings

Services staff members meet with clients to assist in pre-planning and conference needs.

Conference Promotion

For assistance with conference promotion, Services provides collateral and promotional ideas. They design and send e-blasts promoting the convention and Austin to encourage attendance.

Convention Housing

The Convention Services department also includes the Austin CVB's convention housing service. For multi-hotel conventions, the housing department handles reservation assignments to the contracted properties. Real-time, internet-based housing is offered and allows the attendee to book, change and cancel reservations online. The Bureau builds the website, manages the inventory, submits reports to hotels and handles reservation requests.

Registration Assistance

Austin CVB currently employs 30 part-time, on-call staff to assist conventions with registration, cashiering, room monitoring, packet stuffing, information booths and general conference support.

Brochure Fulfillment

For groups of all sizes, Services provides brochures and maps highlighting things to see and do in Austin. Photographic images, videos and promotional items are also available.

Local Supplier Meetings

Department staffers familiarize themselves with area businesses and resources available to conventions. They meet with these companies to better understand the scope of the business and to encourage the business to be listed in the *Meeting Planner and Destination Guide* and on the Austin CVB website.

Pre- and Post-Convention Meetings / Post-Convention Surveys

Pre-convention meetings are scheduled with larger groups utilizing multiple services to review all conference details and process last minute changes. A post-convention meeting is also held

to identify processes that worked well and to recommend areas for improvement. Post-convention surveys are sent to group organizers to gauge responses about the event and obtain final figures for possible future bookings. Survey results, reported quarterly and annually, are shared with industry partners.

Marketing Goals/Strategies, FY 2008-2009

GOALS	Monthly Goals 07-08	Monthly Goals 08-09	Annual Goals 07-08	Annual Goals 08-09
Groups Served	83	92	1,000	1,100
Registration Assistant Hours Provided	250	267	3,000	3,200
Reservations Assigned	1,291	1,333	15,500	16,000
Supplier Referrals	14	15	170	180
Site Visits	3	3	36	36
Planning Meetings/Visits	4	4	50	50
Pre/Post Convention Meetings	2	2	25	25

Goal 1: Provide Internet housing bureau services to multi-hotel groups

Strategies:

- Host annual hotel housing meeting with hotel reservation staffs to prepare for upcoming year.
- Develop and send housing agreements to contracted housing groups.
- Plan housing set up for each group and create housing site.
- Assign 16,000 reservations annually.
- Complete housing for 12 citywide conventions.
- Reconcile housing actuals picked-up for billing purposes.
- Send housing staff to user group meetings for continued education on upgrades and trends for housing.
- Promote housing bureau services to all tentative citywide groups.
- Create a housing insert for packet to promote housing services to potential customers.

Goal 2: Promote housing bureau, registration assistance and convention services to new bookings for revenue development

Strategies:

- Develop new services promotional piece to include in service kits provided to booked conventions.
- Review sales traces of booked groups and offer services to 1,100 booked conventions.
- Work with Communications Department to enhance web site for ability to sort venues by capacity.
- Create an informational piece for hoteliers with CVB services offered.
- Promote registration assistance services to all booked groups for profit generation of \$10,000.
- Promote complimentary hospitality desk service for CVB citywide groups.
- Attend promotional trips for select groups one year prior to Austin convention to encourage increased attendance and interest in Austin.

- Continue to direct non-bureau booked customers to website for fee-based services in order to generate revenue from sale of collateral materials.

Goal 3: Analyze and communicate customer needs to encourage partnerships and use of local resources

Strategies:

- Establish calendar to schedule service department meetings with full services hotels to improve hotel knowledge and promotion of CVB services.
- Provide e-marketing service to customers for promotion of their Austin conventions.
- Continue online service-lead system to better track supplier referrals through upgrades in the database and greater usage of the bureau website.
- Meet with select supplier market segments to train supplier lead response procedures.
- Continue improvement of the Austin product by sharing results of e-mail surveys on a monthly basis to entities involved.
- Continue involvement in industry organizations by serving on boards and committees and by attending industry meetings and conventions.
- Participate in trade shows, fam trips, sales missions, site visits and special events to educate customers on services available through ACVB.
- Attend pre- and post-convention meetings for feedback on the convention's Austin experience.
- Send e-mail blast of new Austin services and calendar of events two months prior to convention to encourage increased length of stay.
- Review educational opportunities for staff in industry conferences and meetings.
- Offer software training for staff to maximize productivity.
- Creation of an on-site convention attendee evaluation card to be completed at CVB staffed information booths to provide actual convention delegate feedback.

Goal 4: Work with Austin businesses and hospitality industry partners to develop awareness of conventions and share client needs and expectations

Strategies:

- Expand "All Access" Austin brochure highlighting downtown area restaurants, retail and nightlife offering discounts and/or promotions to convention delegates.
- Send group resumes for large convention groups to restaurants, retail outlets and venues one month prior to major conventions and events to assist in determining staffing levels and to build additional awareness of upcoming conventions.
- Continue production and distribution of "sun visor" convention calendar to Austin cab drivers.
- Track final convention pick-up numbers by utilizing database software.
- Calculate direct dollar impact reports to share with industry partners.
- Provide music to select conventions as a booking incentive while assisting music department in marketing music as an integral part of all conferences.
- Provide welcome receptions to select conventions as a booking incentive.

Goal 5: Develop services, products and materials for promotion of Austin as a convention and travel destination

Strategies:

- To meet the increased demands in convention services, hire and train an additional staff person to provide customer support to conventions.
- Overprint music CD club listing piece for distribution at Austin CVB convention information tables.
- Establish a client tool kit with information and procedures for street closures, airport welcomes, banner installation and the permitting process.
- Design “Austin in a Box” promotional display piece for clients to use for prior year promotion.
- Determine a new welcome amenity depicting Austin to present to customers upon convention arrival.
- Identify prime conventions for installation of welcome banners at the airport based on room night and attendance criteria.
- Coordinate production of 20,000 University Interscholastic League housing brochures to assist participants and spectators in securing reservations during annual state competitions and tournaments.
- Design flyer showing standard Austin products available through retail center to include in service packets to encourage sale of Austin products to convention clients and hotels for promotional efforts.
- Create template for creation of convention micro-sites.

Goal 6: Enhance registration assistance program

Strategies:

- Provide registration assistants with opportunity to work in the Visitor Center to gain additional knowledge of local attractions and events.
- Designate and train key registration personnel to serve as presenters for Spouse Programs (accompanying attendees). Establish criteria and fee structure.
- Purchase uniforms for registration assistant that identify them as ACVB staff.
- Produce booth/mobile cart and brochure racks for use as information booth at conventions.

Goal 7: Promotion of Austin’s green initiatives

Strategies:

- Research and purchase an Austin promotional item for convention availability.
- Promote website green meeting suggestions and checklist.
- Research Austin Energy’s climate protection plan carbon offset program through the promotion and sale of guitar pick lapel pins to convention attendees.
- Survey off-site venues on their green initiatives and create a list for interested conventions.

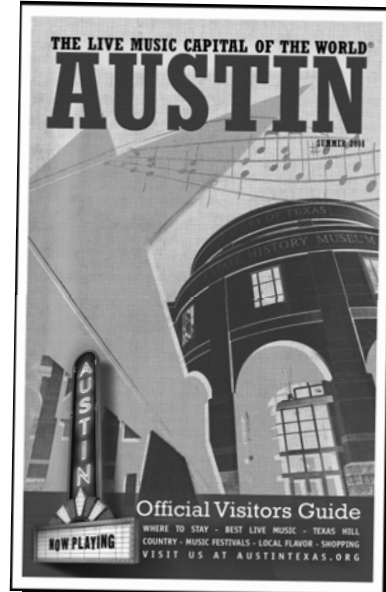
Marketing Communications

Mission

The Marketing Communications Department serves to elevate awareness of Austin as a premier convention and leisure destination through effective public relations and comprehensive advertising/marketing efforts. The department coordinates advertising, promotions, publications, website, research and public and media relations programs for all departments. As the official voice of the Austin CVB, Marketing Communications works to deliver a single, unified message.

Department Overview

Through integrated advertising/marketing efforts, media outreach and public relations efforts, the department communicates the organization's message to the media, public officials, hospitality industry partners, meeting planners and the general public. The department staffs four full-time employees including a Director of Marketing, Marketing Communications Manager, Media Relations Manager and a Marketing Coordinator (shared with Finance Dept.).



To supplement paid advertising campaigns, the Marketing Communications Department concentrates on strong media relations efforts to maintain Austin's high profile in the state, national and international media, and on local public relations initiatives to increase awareness of Austin CVB within the local community. Based on the 2008-09 marketing plan, the media value of coverage attained by the Bureau this fiscal year will top \$8 million. In comparison, the Bureau's total media budget for FY 07 was \$450,000.

Department responsibilities fall into six primary categories:

- **Media Relations**
- **Advertising**
- **Website Management/ Online Marketing & Promotion**
- **Collateral Materials**
- **Publications**
- **Research**

Marketing Goals/Strategies, FY 2008-2009

GOALS	Monthly Goals 07-08	Monthly Goals 08-09	Annual Goals 07-08	Annual Goals 08-09
Media Outreach (Pitches & Releases)	10	8	120	96
# Contacts Reached	137	100	1,644	1,200
Media/Site Visits	8	6	96	72
Dollar impact of media	\$613,490	\$674,839	\$7.36 million	\$8.09 million
Advertising Responses	3,965	4,361	47,577	52,338
Unique Web Visits*	N/A	65,000	N/A	780,000
Avg. Time Spent on Website*	N/A	3.5 minutes/user	N/A	N/A

*Unique web visits and average time spent on site are new goals for 2008-2009.

Goal 1: Focus and prioritize media relations efforts

Refine and optimize department goals and media relation efforts to secure targeted editorial coverage. Establish parameters to effectively (and routinely) evaluate efforts.

Continue pro-active media relations throughout 2008-09, primarily through targeted pitches and direct contact with local, regional and national print, online and broadcast media; as well as press releases, media missions and press trips to Austin. Continue international efforts by working with and utilizing the public relations agencies employed by the State of Texas in the United Kingdom, Germany, Canada and Mexico.

Increase local coverage and community awareness of Austin CVB mission and initiatives.

Strategies:

- Survey existing media coverage, employ a lead generation firm (such as PR Newswire) and utilize new market research to focus department efforts and glean new opportunities. Follow journalists' coverage and develop customized pitches to engage new media sectors.
- Employ new online-based software to condense media lists, share clips with partners and more effectively track coverage and distribute press releases.
- Revamp press trip guidelines to ensure quality coverage and adequate ROI.
- Increase efforts to garner online coverage at leading travel sites like concierge.com, travelandleisure.com, lastminutetravel.com, homeandabroad.com and others.
- Work with bloggers at local networking events and national conferences to learn best practices on garnering coverage and maintaining consumer relationships. Research and comment on national travel blogs including tripadvisor.com, lonelyplanet.com, gridskipper.com and travbuddy.com.
- Schedule quarterly department meetings to unify messaging, review editorial calendars, and discuss opportunities for coverage.
- Create Austin CVB media discount card program to share with visiting media and to encourage press coverage of local establishments.

- Partner with Texas Tourism to showcase Austin at World Travel Market in London, as well as media events in New York and Washington, D.C.
- Host media events in Houston & Dallas to promote summer vacation travel; Host media area during *Austin City Limits* Music Festival and SXSW Festival.
- Sponsor annual Batini contest to garner local coverage and reinforce relationships with local media.
- Write and distribute a monthly average of four timely and pertinent press releases, including releases on bureau efforts/news, to local, regional, national and international media contacts.

Goal 2: Refresh advertising creative and media plans; establish tracking mechanisms to maximize ROI

With nearly 70% of leisure travelers regularly going online to plan travel (2007 National Travel Monitor) and Internet ad spending now surpassing that of cable, radio, outdoor and magazine (IAB, Mediaweek.com), review traditional media allocations to determine need for non-traditional media, including online and event marketing.

With 54% of travelers coming from the leisure sector (Travel Industry Association), continue to focus advertising and media efforts on the leisure market. Utilize non-traditional tactics (such as road-shows, collateral, etc.) to build upon meetings/convention sales department efforts and buzz.

Refresh “Now Playing” advertising creative with new photography; extend campaign creative to non-traditional efforts. Direct all advertising creative for both the leisure and meetings markets to highlight Austin’s unique landscape, diversions and personality.

As anticipated advertising budget is expected to be flat or slightly down for FY 2008-2009, tracking mechanisms for all media and advertising efforts will be established where possible to measure and maximize ROI.

Strategies:

- Flight media around traditionally slower leisure windows (July-Sept., Oct.-Jan.) to drive overall occupancy.
- Establish tracking mechanisms such as unique phone numbers and vanity URL’s to establish measurement benchmarks and effectively track advertising response. Refine plan accordingly throughout the year.
- With weekend trips continuing to increase in popularity (weekend leisure trips now represent 53% of all vacations taken by Americans, up from 46% in 2000 according to National Travel Monitor, 2007), utilize ad messaging to drive consideration of Austin to drive markets as a spontaneous weekend getaway.
- Expand image library by procuring local photographer to capture diverse “authentically Austin” images and personalities for advertising campaign.
- Target multi-cultural meetings and tourism markets.
- Support efforts of other CVB departments with limited print advertising buys, including:
 - Sports Marketing – UIL Basketball program
 - Tourism – Texas Tour Guide (domestic & international)
 - Music Marketing – quarterly music listings in Texas Music and ACL Program

- Film Office – “thank you” ads in Moviemaker and Hollywood Reporter
- History & Heritage – walking tour ads in Official Visitor Guides

Goal 3: Pursue co-operative efforts and partnerships

Pursue co-operative advertising opportunities and partnerships with key area partners (e.g. Austin Convention Center, Texas Tourism Department) to stretch media dollars and maximize impact.

Strategies:

- Work closely with Austin Convention Center to unify advertising and communications efforts (which are currently disparate) to increase message impact and keep Austin top-of-mind throughout the year.
- Participate in Texas Tourism advertising efforts by purchasing cooperative media space in print, radio and interactive buys to extend reach at regional, national and international levels and realize cost-efficiencies.
- Continue advertising/promotional partnership created with regional CVB's and attractions as “Gateway to the Hill Country” with Madden Preprint summer insert.
- Create new co-op promotional Holiday insert to drive room occupancy during slower winter months.
- Explore event marketing cooperative efforts with area partners such as Gibson Guitars to participate and establish an “Austin” presence at select music and film-festival events across the country.

Goal 4: Drive awareness, traffic and unique visits to the all-new austintexas.org.

As the travel and meeting planning industries continue to evolve, it is increasingly critical for Austin to have a strong web presence. And in 2007, the groundwork was laid to develop a cutting-edge website and a strategic online marketing plan to drive site traffic and ultimately, interest in Austin. During FY 2008-2009, ACVB will implement targeted internet marketing initiatives to help influence visitors and meeting planners to choose Austin.

Strategies:

Shift advertising budget allocations to implement targeted online marketing plan for leisure and meetings audiences:

Leisure Market:

- Reach online users while in the research phase of planning their vacation. Plan and execute media buys to include banner advertising and editorial placement on travel sites and newsletters such as TripAdvisor.com, kayak.com, Igougo.com, SideStep.com, LastMinuteTravel.com, VirtualTourist.com and Concierge.com.
- Find creative ways to create Austin online presence including, video seeding on travel video sites, social networking, bookmark seeding and development of applications for social sites.

Meetings Market:

- Reach meeting planners when researching destinations to host their convention. Find rich media opportunities that leverage the multi-media experience of the new site.

- Implement an Austin Road Show Experience. Feature website in Austin tradeshow booths and allow the attendees the chance to be an avatar against an Austin backdrop.

Increase traffic to ACVB website

- Utilize traditional and non-traditional tactics such as Cost-Per-Click, user-generated content and blogs to generate site traffic and buzz.
- Continue to develop and improve upon search engine marketing campaign (SEM). Develop SEM strategies to increase site traffic in order to promote travel to Austin during low seasons. Use key phrases from advertising campaign to help drive people who saw Now Playing print campaign to our site.
- Further develop affinity promotions by creating online sweepstakes that include hotel accommodations, restaurant and attraction passes; email addresses collected during the sweepstakes can be sent a follow-up email further enticing them to book a trip to Austin.
- Utilize the site as a two-way vehicle for consumer communication. Establish user-generated content promotions and areas to collect consumer feedback and expand site timeline functionality.
- Optimize database management efforts to glean insights on registered users and send regular, custom communication (emails, newsletters) to groups accordingly.

Continue to evolve e-marketing campaigns

- Expand e-commerce offerings to generate revenue from some 100,000 monthly site visits.
- In partnership with Weaver Multimedia, increase amount of paid placement listings on website by charging fees for enhanced listings to include photographs, logos and additional descriptions; sell online coupons and e-newsletter (leisure and industry) advertisements.
- Establish cooperative advertising program for featured website “experiences” to generate revenue and keep site content fresh. Work with Weaver Multimedia to sell video experiences to select area partners.
- Work with Travel Spike to effectively develop and promote online reservation system and travel packages.
- Utilize existing segmented lists for interest-specific e-blasts; use opt-in lists to promote online packages and website updates.

Goal 5: Develop promotional materials to support convention sales & services, tourism, music, film, multi-cultural markets, sports and media relations efforts.

Strategies:

- Develop and produce brand standards guides to ensure consistency for all Austin CVB and “Now Playing” campaign communications.
- Update promotional video/DVD with customized specific messages for leisure and meetings audiences.
- Update b-roll and editorial photography to capture new area attractions, accommodations and Austin’s changing skyline.
- Create banners, signage and booth displays as needed for promotional/ marketing events and tradeshow.

- Create a digital toolkit (that includes print ad templates, images, logos, maps, banners, video and copy points) that ACVB partners and clients can use to promote Austin.
- Develop templates as needed for bureau internal and external communication, including auto-signatures, newsletters, e-blasts and PowerPoint presentations.
- Develop custom collateral or brochure for Film Commission Office.
- Create collateral and custom advertising for key music events such as ACL and Latino Music Month to help solidify Austin's reputation as the Live Music Capital of the World®.
- Extend community relations efforts and outreach.

Goal 6: Continue production and distribution of quality publications

Work closely with the editorial and sales staffs of Weaver Multimedia to produce the annual Meeting Planner & Destination Guide and the biannual Austin Official Visitors Guide; work with marketing and sales staff of The Map Network to produce city and downtown print maps and online interactive maps.

Strategies:

- Provide listings and coordinate editorial direction of guides.
- Provide listings, coordinates for maps; plot online maps.
- Approve design and photography for guides and maps.
- Coordinate distribution of Visitor Guides and Maps with Convention Services and Visitor Center.

Goal 7: Research

Continuously monitor changing trends in the travel and meetings industry to effectively implement bureau-wide goals.

Strategies:

- With the last Visitor Inquiry study conducted in 2003, conduct new study in FY 2008-2009 to reflect current trends, visitor behavior and perceptions.
- Study visitor profiles and identify behaviors, patterns to better utilize leads received from visitor guide, internet, Texas State Tourism and Madden Preprint newspaper inserts.
- Utilize profiles to create custom messages, packages and promotions to cater to specific interests or trends (e.g. Girlfriend Getaways, GLBT community, multi-cultural markets, "Man-cations" and "Togetherness"). Establish tracking mechanisms to track and refine efforts throughout the year.
- Utilize information captured at Visitor Center and fulfillment house to learn more about visitor patterns and establish consistent communication cycle.
- Conduct consumer focus groups and/or solicit feedback from Customer Advisory Board to glean insights, learnings on bureau initiatives and campaign efforts.

Tourism Sales & Marketing

Mission

The Tourism Department is committed to raising visibility and a positive image of Austin as a travel destination. Our goals are to improve the visitor experience and increase visits, visitor spending and length of stay by providing comprehensive information on Austin as a leisure travel destination. The department directs solicitation to domestic and international travel trade, including wholesale and retail agencies, tour operators and direct consumer outreach.



Department Overview

The Tourism Department provides the best possible destination sales and marketing services to two key industry segments: domestic travel trade and international travel trade. The department positions the Austin product through domestic and international tour operators, wholesalers, incentive travel planners, group travel leaders, travel agents and online services. The services provided are designed to showcase Austin and the Texas Hill Country as a unique leisure travel destination in Texas and the U.S.

Department efforts focus on generating group and individual leisure travel business by increasing the number of Austin tours available for consumers, both domestic and international. To further its marketing and sales efforts, the Tourism Department utilizes traditional sales strategies including tradeshow, sales calls, sales missions and familiarization tours along with development of both general and event travel products specific to Austin.

Tourism staff provide local travel industry partners—hotels, attractions, restaurants, step-on guides, transportation companies, minority chambers, Austin-Bergstrom International Airport (ABIA), City of Austin and others—with the highest level of leisure travel business leads and business generation through cooperative marketing opportunities, familiarization trips, tradeshow and sales missions. Tourism assists ABIA in attracting and supporting air service to Austin and works with Austin's minority chambers to further develop minority constituency travel to Austin. Tourism staff also assists other departments with tourism product and infrastructure development initiatives.

State of the Industry

According to an economic impact study conducted by Global Insight in 2007, more than 19 million people visit Austin each year. Annual visitor spending generates an economic impact of \$2.84 billion, which supports more than 76,000 tourism-related jobs in the Austin area.

Austin continues to see an upward trend in leisure travel visitation and destination spending and remains the fourth most visited city in Texas behind Dallas, Houston and San Antonio. In order to be competitive and continue gaining market share from these cities, Tourism must increase and maintain consistent sales, advertising and marketing efforts in the group and individual leisure travel markets, both domestic and international.

Americans are more likely to travel within the U.S., and Texans are more apt to travel within Texas. Likewise, travel is more apt to be done via automobile, albeit people prefer shorter, multiple trips (in part due to rising gasoline prices). This bodes well for Austin since 68 percent of total visitation is by Texans and 55 percent of travel to Austin is by car.

This year, the State of Texas Tourism Office plans to build upon outstanding success with new marketing initiatives. They will offer multiple ways for partners to participate in attractive and affordable cooperative advertising and marketing opportunities to help reach domestic and international consumers, and the Austin CVB plans to take part in these efforts.

Initiatives

For FY '08-09, the Tourism Department plans to integrate a domestic and international travel-trade marketing strategy that combines the packaging opportunity of national tour operators, as well as the selling potential of drive market intermediaries through proactive and innovative initiatives. These efforts will reflect Austin CVB's advertising and public relations messaging to position Austin as a premier domestic and international leisure travel destination.

To expand our international presence, Austin CVB partnered with San Antonio to contract Global Hospitality Marketing Link (GHML), a leading international marketing agency, earlier this year. One of the nation's top representation companies, GHML is charged with developing strategies and partnerships to bolster relationships with key European travel partners and trade organizations, especially those based in the United Kingdom, Switzerland and Germany.

As a result of this partnership between Austin and San Antonio, the firm is able to more comprehensively package Texas as a destination and capitalize on the record number of international visitors Texas has received.

For the Mexican market, the department established a presence last year by hosting events in Mexico City with Austin hotels and surrounding cities and attractions as well as attending various in-market tradeshow in Mexico City, Guadalajara and Monterrey. As a result, Austin has seen an increase in visitation. VivaAerobus, a low-cost air carrier, recently introduced non-stop service from Austin to Monterrey, Mexico and Cancun which will leverage ACVB's efforts to keep Austin top of mind for Mexican travelers.

Looking to Canada, Tourism developed packages between key hotels/resorts in the Austin area and major tour operators that offer a unique experience for Canadian travelers. Further enhancement of these packages will continue as we focus on building up the Austin golf product. With the recent addition of Air Canada's new non-stop flight to Toronto, Austin is poised for growth in this market.

In 2007, Austin was asked to become more involved in Domestic and International travel initiatives by the Travel Industry Association (TIA). Subsequently, the President and CEO of Austin CVB joined these efforts as a Board Circle Member. Benefits of membership are numerous and include:

- Appointment of one representative to the TIA Board of Directors
- Appointment of one active TIA membership representative and up to ten individuals to receive TIA mailings
- Opportunity for membership on appropriate TIA Standing Committees, including, Communications Council, Membership Committee, National Travel Marketing Awards

Committee, Government Action Committee, DiscoverAmerica.com Advisory Council, International Pow Wow Planning Committee, International Strategic Planning Committee, Research Committee and the TravelCom Advisory Committee

- Up to two TIA Premier Research Subscription Packages
- Complimentary name badge to the TIA International Pow Wow, for the Board of Directors representative and the Chief Executive Officer
- Complimentary registration to TIA's Educational Seminar for Tourism Organizations (ESTO) for Board of Directors representative
- Complimentary registration to TIA's Marketing Outlook Forum
- Complimentary registration to TIA's TravelCom for Board of Directors representative
- Recognition through a Board Circle listing on the TIA website

In commemoration of National Tourism Week, an event sponsored by the Travel Industry Association, the Tourism Department also hosts an annual industry luncheon to call attention to the impact of tourism on the local economy. More than 500 industry professionals attended this year's event. Roger Dow, President and CEO of TIA, gave the keynote address.

Additional department initiatives for FY '08-09 include:

- Continued partnership with Travel Spike, an online reservation and packaging system, to offer enhanced hotel packages.
- Education of the Austin tourism industry by way of Tourism Council Meetings and educational seminars.

Texas Travel Statistics

- Texas continues to be one of the most visited states in the U.S., with the number of travel parties increasing to 94.2 million in 2006 (slightly less than one percent).
- The leisure segment led Texas travel growth (1.7 percent) while the number of business travel parties experienced a slight decline (-0.8 percent).
- Texas' 204.9 million person-stays in 2006 (6.7 percent of U.S. travel) was second only to California.
- Texas' 433.3 million person-days (or visitor impact to the market based on stay length and party size) ranked third behind Florida and California.

Demographics

- The average age of overnight leisure travelers in Texas is 48, slightly older than the U.S. average of 46.
- The average household income of overnight leisure travelers in Texas is \$67,000, slightly lower than the U.S. average of \$70,400.
- The largest proportion of Texas' overnight leisure non-resident visitors comes from California (13.9%) followed by bordering states of Louisiana (8.8%), Oklahoma (8.6%), and Arkansas (7.2%).

Travel Patterns

- Overall growth in U.S. travel is driven directly by the business segment, however leisure travel accounted for 71 percent of total travel to Texas in 2006.
- The majority of Texas' overnight leisure visitors travel to visit friends and relatives (55%). This percentage is significantly greater than the average U.S. destination (39%).

- Texas' overnight leisure average travel party size grew from 2.19 persons in 2005 to 2.26 persons in 2006, with the U.S. travel party averaging 2.43 persons.
- More than half of Texas overnight leisure visitors originate from the West South Central (24.6%), Pacific (18.5%) or Mountain Regions (13.0%). Of the regions, California, Oklahoma, and Louisiana together bring in close to one third of Texas leisure visitors.
- Overnight leisure visitors stayed for a longer period of time in Texas in 2006. Those staying four or more nights spent significantly more than the Texas average. Excluding transportation, visitors spend the most on food, shopping and accommodations.
- On a daily per-person basis, leisure traveler spending was \$102.30 in 2005 and \$109.50 in 2006. Among the major travel segments analyzed, spending is highest for non-Texan overnight business travelers (\$142).
- Austin's central location and proximity to the hill country draws travelers from all over Texas – but primarily Dallas, Houston, and San Antonio.
- Top activities for Texas leisure travelers include shopping, followed by attending special events, city sightseeing and experiencing outdoor activities. With some of the top ranked courses in the State, golfing in Austin is also of great interest.

International Travel Statistics

- Despite fears of terrorism, avian flu, and rising oil prices, a total of 842 million international visitor arrivals were recorded last year, an increase of 4.5%.
- Still, international travel to the Americas rose just 2 percent, due mainly to stagnation in arrivals in North America.
- The Western Hemisphere Travel Initiative is a concern for Texas Tourism, as Mexican and Canadian travelers must now apply and pay for a visa (USD \$100). The processing time may be also prohibitive for some travelers, especially those making last-minute arrangements.

Mexico

- Mexico is the largest inbound international market for travelers to Texas, with more than 6.8 million estimated visitors and economic impact of \$3.6 billion in Texas in 2006.
- The main purpose for Mexican air travelers to Texas are Leisure & Visiting Friends and relatives (59%), Business & Conventions (34%) and other (7%).
- Top leisure activities for Mexican air travelers visiting Texas include Shopping, Dining, and Visiting Historical Places. Mexican air travelers to Texas primarily stay in Hotel/Motels.

Canada

- The second largest international market driving visitors to Texas, 333,000 Canadian visitors came to Texas in 2006, an increase of 9 percent over 2005.
- Canadian travelers that visit Texas spend about \$750 per trip. The Canadian dollar recently achieved equal value with the U.S. dollar, which could result in more Canadians choosing to visit the United States in the near future.

United Kingdom

- Though visits decreased in 2006, the U.K. remains the largest overseas market for travel to Texas with 138,000 visitors in 2006. The average traveler from the U.K. that visits Texas spends nearly \$1,600 on their trip.

- High taxes on air travel (often doubling the ticket price) could limit the demand created by the favorable exchange rate for British travelers visiting Texas and the United States.

Germany, France and the Netherlands

- Despite a recent downturn of visitors, Germany, France and the Netherlands remain leading international markets for Texas.
- The open skies agreement recently negotiated between the United States and the European Union may create additional routes and cheaper flights in the near future.

Japan is Texas' largest Asian market, followed by China and Korea.

Marketing Goals/Strategies, FY 2008-2009

GOALS	Monthly Goals 07-08	Monthly Goals 08-09*	Annual Goals 07-08	Annual Goals 08-09*
Missions/Tradeshows	1	TBD	12	TBD
Site Visits/FAM Tours	1	TBD	12	TBD
Inquiries Fulfilled	130	TBD	1,560	TBD
Hotel Leads	15.5	TBD	186	TBD
Tours Booked	18	TBD	216	TBD
Room Nights	355	TBD	4,260	TBD

* Tourism will continue to monitor the year-end projection through the end of the summer and use this information in conjunction with historical data to determine goals for FY 0809. This section will be updated in September 2008.

Goal 1: Generate increased room nights, visitation and business by group leisure travelers from domestic markets

Strategies:

- Attend Texas Travel Industry Association Travel Summit (Galveston, Sept. 21-28, 2008).
- Attend National Tour Association Marketplace and Annual Conference (Pittsburgh, PA, Nov. 15-19, 2008).
- Attend American Bus Association Marketplace (Charlotte, NC, Jan. 7-12, 2009).
- Attend Travel Alliance Partners Annual Conference (location TBD, June 2009).
- Complete domestic sales mission to reach leading tour operators and travel agents planning packaged travel in the United States.
- Host two familiarization tours targeting the domestic market tour operators and travel professionals. Coordinate attendance with AAA and the State of Texas/Texas Tourism.
- Host four site visits for domestic market tour operators and travel professionals.
- Develop itineraries for incentive travel, student groups and family reunions.
- Develop online newsletter for travel trade clients.
- Complete online survey of tour group participants.
- Conduct e-marketing campaign to NTA and ABA tour operators to educate them on packaging Austin.
- Expand and maintain online travel packages.

Goal 2: Generate increased room nights, visitation and business by individual leisure travelers from domestic and international markets

Strategies:

- Attend the TIA International Pow Wow (Miami, FL, May 16-20, 2009).
- Attend NAJ Tour Operator Summit West (Los Angeles, CA, Feb. 2009) and the NAJ Tour Operator Summit East (New York, NY, June 2009).
- Attend Receptive Services Association of America Summit, (New York, NY, Jan. 2009).
- Partner with the State of Texas to attend:
 - International Tourism Börse (ITB, Berlin, Germany, March 11-15, 2009).
 - World Travel Market (WTM, London, England, Nov. 10-13, 2008).
 - Expo Vacaciones (Mexico City, MX, Feb. 2009).
 - ARLAM Tradeshow (Monterrey, Mexico, May 2009).
 - ARLAG Tradeshow (Guadalajara, Mexico).
- Host Austin partner opportunity to attend Addison Tradeshow (Toronto, Sept. 2009).
- Attend Ontario Motorcoach Association Marketplace (Toronto, October 19-22, 2008).
- Host familiarization tour of Austin and San Antonio for international tour operators and travel professionals.
- Partner with the State of Texas to complete European sales mission.
- Partner with local hospitality community to complete sales mission targeting tour operators and travel agents in Mexico (Monterrey, Nuevo Leon) and Mexico City.
- Partner with the State of Texas to execute sales mission targeting travel trade in Canada.
- Work with Air Canada to host client event targeting sales and tourism clients in Canada.
- Host 10 international familiarization tours in cooperation with the State of Texas (2 Germany, 2 UK, 2 Canada, 4 Mexico).
- Host 6 site visits with international travel professionals.
- Offer customized itinerary planning via Austin CVB website.
- Continue event-specific online packaging to draw international visitors to signature events.
- Work through the Receptive Services Association of America to create relationships with ground/receptive operators in the U.S.
- Develop "Texas Shelf Products," to provide international tour operators with easy access to Austin travel products.

Goal 3: Maximize the drive market to increase leisure tourism

Strategies

- Work with the American Automobile Association (AAA) to capture and maximize this market. Specifically target New Mexico, Oklahoma, Colorado, Kansas, Missouri, Arizona, Nebraska, Louisiana, Carolinas, Arkansas and Mid-Atlantic areas.
- Promote Austin packages to AAA travel agents, travel counselors and members through educational seminars.
- Direct e-marketing campaign to AAA agents and counselors that educates them on selling and packaging Austin.
- Work with Communications Department to promote travel packages and coupon programs through media relations, including hosting travel-trade media FAM.

Goal 4: Develop and generate local support and education for and about the Austin tourism industry

Strategies

- Host bi-annual meetings of the Austin Tourism Council.
- Host Austin CVB Annual Luncheon/Educational Sales Seminar in conjunction with National Tourism Week (May 9 – 17, 2009).
- Attend Texas Travel Industry Association Unity Dinner (February 2009).
- Participate in TTIA Travel Summit Legislative activities, TACVB Education Seminars and Texas Hospitality Training with local partners.
- Continue development of relationships with Austin-Bergstrom International Airport and airlines.
- Generate opportunities for tourism partner cooperative programs.

Goal 5: Generate Travel and Tourism-related conference and meeting business leads

Strategies

- Utilize leads from travel trade related organizations (TIA, NTA, ABA, RSA and etc.), using these memberships to access databases and create leads to prospect.
- Utilize leads from other industry contacts.

Goal 6: Develop new consumer promotions to increase awareness of and travel to Austin

Strategies:

- Work with credit card companies to develop packages to promote to leisure travelers.
- Work with airlines to increase hotel packages available online.
- Continue to create itineraries to increase promotion of travel product.
- Increase participation in online package program and coupon program.
- New online booking engine allows Austin CVB to create additional product for the consumer, as well as service internal customers.
- Work with international operators on consumer direct marketing campaigns.

Goal 7: Enhance Visibility through Tourism Product Development

Strategies

- Music Hitchhiker Program to provide groups with musical performances during their time on a bus.
- VIP “Welcome to Austin” Program.
- Enhance marketing of free walking tours.
- Increase options for new itineraries.

Heritage Marketing

Mission

The Heritage Marketing Department plays a vital role in the promotion of Austin's tourism efforts. Primarily, the department serves to encourage extended stays by making visitors aware of the city's distinctive culture and wide array of historic attractions and architecture.

Department Overview

The Heritage Marketing Department oversees several tourism related programs, the most popular being the free-guided walking tours of three National Register Districts.



Several thousand people take advantage of this program annually, and hundreds of requests for walking and driving tour brochures are fulfilled by the Heritage Marketing Department and the Visitor Center. The walking tours recently expanded to include a year-round schedule with reservations available online or through the Visitor Center, while custom tours of the Texas State Cemetery, Oakwood Cemetery and other historic properties are available upon request.

In addition, Meeting Professionals and visitors alike can take advantage of a new cutting-edge, self-guided GPS Ranger™ audio and video tour, available at the Visitor Center. Launched through a partnership with Bar Z Adventures, the GPS Ranger™ introduces visitors to Austin's historical and cultural attractions with a walking tour piloted by Global Position System (GPS) technology. Austin is the first CVB to offer the GPS Ranger™ and the tour is the first of its' kind to be made available in American Sign Language.

The Heritage Marketing staff continues to maintain its association with numerous related groups including the Heritage Society of Austin, Austin History Center, Presidential Corridor Association, National Trust for Historic Preservation, George Washington Carver Museum and Cultural Center, Austin Parks and Recreation, Friends of the Governor's Mansion, Historic Landmark Commission, Pioneer Farms, Friends of the O. Henry Museum, Inc. and several city departments. The advantages of these affiliations are many and have included such recent successes as the booking of the 2010 National Trust for Historic Preservation (NTHP) Conference in Austin. This conference for which ACVB has pledged \$50,000 will result in an estimated 4,075 room nights and the use of many local facilities such as theatres, churches, conference and meeting rooms, museums, and historical properties such as the Texas State Capitol building, the Governor's Mansion and Pioneer Farms. In addition to the NTHP Conference, the Heritage department actively participates in cooperative programs including Black History Month, Heritage Society's Annual CIRCA Antiques Show, Preservation Month and events at Pioneer Farms.

Heritage Marketing also conducts the Speaker's Bureau, a free resource offered to residents, schools, social organizations, corporations, destination marketing organizations and convention groups. Several hundred individuals a year benefit from this service, with lectures covering a variety of subjects relating to the history of Austin and heritage tourism available upon request.

Permitting and controlling of signs falls under the auspice of the Heritage Marketing Department and the Historic Landmark Commission. For example, since Congress Avenue, sometimes referred to as the “Main Street of Texas,” is a National Register District, all signage along Congress Avenue and East Sixth Street requires approval and must comply with size specifications, colors and content while promoting historic preservation, culture, ethnicity or tourism. Over the past year, Congress Avenue has been enhanced with banners promoting Austin City Limits, Black History Month and the Lyndon B. Johnson Centennial Celebration. Banner guidelines and an application for design approval are available at austintexas.org.

In order to create visitor awareness for the historic and cultural significance of downtown Austin, Heritage Marketing provides Austin Landmark medallions to city-zoned structures and reviews and approves text markers as requested for additional city-zoned historic structures. A new text marker with the Austin Landmark medallion and a brief history is now installed at Jourdan Bachman Pioneer Farms.

The department also administers a Grants Program for owners of historically zoned structures, which are recognized tourist destinations, owned by non-profit or governmental entities, and are available to the public. These funds are disbursed through fall and spring grant cycles, and are limited to \$47,000 annually. Copies of the application, guidelines and procedures are available at austintexas.org. This process requires detailed information, documentation to justify the bed tax expenditure and a review by the Grants Special Committee of the Historic Landmark Commission. From 1991 to April 2008, more than \$3 million has been provided by ACVB in grants. With matching funds* of more than \$14 million, a total of \$17 million has been invested to date for redevelopment and preservation of our local economy.

*The term ‘matching funds’ refers to the equivalency of monies and/or in-kind services which are equal to one-third of the grant amount. This may also include restoration and/or maintenance not eligible for a grant.

GRANT CYCLES (1991-SPRING 2008)	GRANT AMOUNT AWARDED	TOTAL GRANT AMOUNT EXPENSED	MATCH AMOUNT
1991-1993 Grant Cycles	\$ 175,683	\$ 175,683	\$ 1,416,915
1994 Grant Cycle	\$ 120,985	\$ 120,985	\$ 332,211
1994 Fall Grant Cycle	\$ 101,286	\$ 96,553	\$ 90,904
1995 Spring Grant Cycle	\$ 139,665	\$ 119,496.09	\$ 56,377
1996 Spring Grant Cycle	\$ 269,114	\$ 218,016	\$ 407,882
1997 Fall & 1998 Spring Grant Cycles	\$ 169,728	\$ 162,049.86	\$ 94,200
1998 Fall Grant Cycle	\$ 191,872	\$ 147,323.31	\$ 183,157
1999 Spring Grant Cycle	\$ 39,031.80	\$ 14,821	\$ 46,575
1999 Fall Grant Cycle	\$ 177,005	\$ 176,050	\$ 1,399,218
2000 Spring Grant Cycle	\$ 12,500	\$ 12,500	0
2000 Fall Grant Cycle	\$ 77,925	\$ 77,925	\$ 138,670
2001 Spring Grant Cycle	\$ 116,215	\$ 58,471	\$ 767,000
2001 Spring/Summer Grant Cycle	\$ 77,393	\$ 76,362.94	\$ 2,545,930

2001 Fall Grant Cycle	\$ 119,900	\$ 70,500	\$ 572,642.40
2002 Spring Grant Cycle	\$ 153,250	\$ 145,111	\$ 222,520
2002 Fall Grant Cycle	\$ 153,721.90	\$ 143,384.40	\$ 59,415.18
2003 Spring Grant Cycle	\$ 15,886.50	\$ 12,862.50	\$ 6,491.50
2003 Fall Grant Cycle	\$ 175,166	\$ 111,530	\$ 709,839
NO 2004 Spring Grant Cycle (City Council designated \$35,000 to Pioneer Farms)	0	\$ 35,000	0
2004 Fall Grant Cycle	\$ 168,515	\$ 168,515	\$ 240,024
NO 2005 Spring Grant Cycle	0	0	0
2005 Fall Grant Cycle	\$ 221,220	\$ 179,220	\$ 685,933
NO Spring 2006 Grant Cycle	0	0	0
2006 Fall Grant Cycle	\$ 178,731.65	\$ 116,431.65	\$ 3,784,300
NO Spring 2007 Cycle	0	0	0
2007 Fall Grant Cycle	\$ 184,580	\$42,000	\$ 253,763
NO 2008 Spring Grant Cycle	0	0	0
TOTALS	\$3,039,373.85	\$2,480,790.75	\$14,013,967.08

TOTAL INVESTMENT \$17,053,340

To promote tourism to Austin's historic attractions, various collateral pieces are designed, produced and distributed annually. Brochures are currently available for the Historic Walking Tours (English and Spanish versions), the Congress Avenue/East Sixth Street National Register District, the Bremond National Register District, Hyde Park Neighborhood, Walking/Driving Tours of West Austin, Texas State Cemetery, O. Henry Trail, and Oakwood Cemetery. Hundreds of brochures are distributed to tourists through the Visitor Center, the Heritage Marketing and Services Departments, the Texas Travel Information Centers, downtown hotels, and the Austin History Center and Visitors Centers located along the IH-35 Corridor. Information on historic destinations, venues and accommodations are also available at austintexas.org.

Marketing Goals/Strategies, FY 2008-2009

GOALS	Monthly Goals 07-08	Monthly Goals 08-09	Annual Goals 07-08	Annual Goals 08-09
Walking Tour Participants	425	425	5,100	5,100
Brochure Distribution	N/A	400	N/A	400
Speakers Bureau	20	20	240	240

*Note: Brochure Distribution is a new goal for 08-09.

Goal 1: Increase awareness and demand for guided, self-guided, GPS Ranger™ and custom-walking tours.

Strategies:

- Continue guided and self-guided walking/driving tours and provide custom tours when requested, especially for Familiarization Tours (FAMs).
- Continue distribution of walking-tour flyers, brochures and other printed matter to special groups, historical entities, tour guide operators and Texas Travel Information centers, as well as information for other visitor destinations in the city.
- Identify new, viable outlets to expand flyer and brochure distribution.
- Identify and evaluate relevant advertising and promotional opportunities (such as Official Visitor Guide, Duck Adventure Tours, and Presidential Corridor brochure advertising.).
- Develop cooperative marketing plan with area hotel, attraction partners to increase tour visibility and ensure prominent placement of distributed tour materials.
- Digitize the walking tour brochures for users to view/download on austintexas.org; include new feature on website for users to register for tours online.
- Capture walking tour and GPS Ranger™ participant information to better identify target profile segments and prioritize distribution outlets.

Goal 2: Provide seed funding through the grants program for restoration and/or rehabilitation of historic sites/structures that draw tourists

Strategies:

- Implement grant cycles.
- Administer grants projects.
- Require specific documentation to assist ACVB with grant justification.

Goal 3: Create an ambiance on Austin's downtown streets (Congress Avenue and East Sixth Street) to identify and create awareness for the historic and cultural significance of the city

Strategies:

- Administer banner programs.
- Observe Black History Month.
- Provide Austin Landmark medallions on city-zoned historic structures.
- Review and approve text markers on city zoned historic structures which qualify as tourist destinations.

Goal 4: Increase awareness of Austin as a premier Texas destination for heritage tourism

Strategies:

- Explore relevant advertising opportunities for increased and more identifiable results.
- Expand existing and create new partnerships particularly with multi-cultural markets.
- Partner with entities such as the Heritage Society for related events.
- Coordinate with the Heritage Society for tourism programs at Pioneer Farms.
- Work closely with Convention Sales, Services and Communications departments to identify relevant opportunities to promote the tours (including FAM's, site visits and media outreach).

Goal 5: Assist in the promotion and marketing of the Austin Visitor Center

Strategies:

- Respond to inquiries relating to historic facts about the city.
- Assist in securing necessary approvals for banners, signs, permits, etc.

Goal 6: Continue to develop and produce collateral materials to drive awareness and interest for walking tours and Austin's cultural, historic attractions.

Strategies:

- Maintain the high standard and quality of brochures.
- Update walking tour fan design to promote walking/driving tours and various historic and outdoor attractions.

Goal 7: Expand and provide ongoing training for department and Austin CVB staff to promote awareness and education for department initiatives.

Strategies:

- Attend the National Trust for Historic Preservation Annual Conference.
- Attend the annual Texas Historic Preservation Conference.
- Attend Austin Historic Landmark Commission meetings as required.
- Attend Presidential Corridor Association meetings.

Goal 8: Assist in generating new business for the Austin Convention Center

Strategies:

- Generate prospecting leads for referral to Convention Sales through the tours and the speaker's bureau.
- Provide information to current partners to promote inquiries for Convention Sales.

Film Marketing

Mission

The Austin Film Commission (AFC) seeks to drive economic development for Austin by promoting and securing Austin and the surrounding area as premier locations for feature film and television projects, as well as electronic and print commercials. The Commission also fosters the organic growth of a locally based film community, expedites requests and assists film projects by serving as a liaison between production companies, residents, business interests and governmental entities.



Department Overview

The Austin Film Commission coordinates location scouts, reviews scripts, meets with industry professionals and works with production managers to arrange site visits. Staff members also market Austin as a film location at national tradeshow and events. AFC operates on a minimal budget with support from Austin CVB Marketing Communications, Convention Services, Convention Sales and Visitor Center staff.

History

Austin's interface with film companies and production activities, initially a responsibility of the City of Austin Office of Intergovernmental Affairs, moved to the City's Communications Department in 1984. Then, the focus on filmmaking had less to do with economic development than with addressing the logistical issues that resulted from the film projects that chose Austin as a location.

At that time, Austin had hosted only a few feature film projects and television "movies of the week." Of the production centers in Texas (including Dallas, San Antonio and Houston), Austin was a distant fourth. With the economic downturn of the mid-1980s, City officials and business entities became much more interested in diversifying Austin's economic infrastructure. They identified high tech industries, music and film as priorities for development. In response, the City created the position of "Film Liaison" within the Public Information Office. In 1985, this new "City Film Office" became accredited by the fledgling "Association of Film Commissions" as the Film Commission for the City of Austin.

For some time, the "City Film Office" operated out of several City of Austin departments, including Communications, Public Information, City Cable Television and Economic Development and International Trade. In 1995, it was appropriately relocated to the Austin Convention and Visitors Bureau (appropriate, given all recognized city/regional film commissions in Texas are divisions of their city's convention and visitors bureaus). The relocation also allowed AFC to maximize productivity, as it allowed for in-house support – both for the AFC and visiting production teams – from Austin CVB's Housing Bureau, Convention Services Department, Communications Department, Music Office and others. In 1996, the Bureau became an independent not-for-profit entity. Subsequently, the Austin Film Commission has grown exponentially and enjoyed great success.

Since 1984, AFC has effectively promoted filmmaking as a vehicle for economic development. Despite a limited budget, AFC has led the city from “worst to first” among Texas production centers, and gained recognition by the leading industry publication, *MovieMaker*, as the “#1 City in the U.S. to Live and Make Movies,” most recently during the current year. For the past twenty years, the Film Commission has also been an active member of the “Association of Film Commissions International,” the recognized credentialing organization of legitimate film commissions.

Key dates and successes in AFC history include:

- 1999 Austin named for first time as one of the Top 10 Film Cities in North America
- 2000 Collaboration with the City of Austin to rededicate the old Municipal Airport as Austin Studios
- 2002 District Court rules Film Office is official “Austin Film Commission”
- 2003 Austin production budgets top \$2 million in one year
- 2004 Austin named #1 Film City by *MovieMaker* magazine
- 2005 Hosted organizational meeting of Texas Motion Picture Alliance; Austin Film Commission first city commission to initiate “Reel-Scout” location database
- 2006 “Friday Night Lights” pilot filmed, series picked up, premiered on NBC; online filmmakers’ directory launched on Austin Film Commission website
- 2007 Texas Legislature passes State financial incentives for film; “Friday Night Lights” renewed for second season; Film Commission and City of Austin cooperate to produce “Now Playing” discount card for film industry professionals
- 2008 Austin again named #1 Film City by *MovieMaker* magazine; “Friday Night Lights” renewed for third season; City Council passed City Film Incentive package, providing police officers at no cost and eliminating location fees on City-owned property; Austin film and TV projects top 650 on IMDB (Internet Movie Data Base)

Challenges

Competition – More fierce now than ever. Other states are offering increasing financial incentives of up to 40 percent to filmmakers, dwarfing the 5 percent grants on state spending offered by Texas to qualifying projects. Originally intended to stem the flow of production from the United States to Canada and other foreign countries, state incentives have had the unintended consequence of creating a virtual check-writing war among the states, including those bordering Texas. As such, Texas, including Austin, is losing projects, crewmembers and infrastructure to neighboring states. At least for the short term, it will be necessary for Texas to increase its financial incentive package, and for Austin to continue to provide creative incentives, if the local film industry is to continue to expand. With a minimal budget, AFC will continue to call upon Austin CVB’s Communications Department and collaborate with the local film industry to offer creative, new incentives to complement the State funding and offset the additional cost to producers of filming in the Lone Star State.

High Expectations. AFC has raised the bar on servicing production groups, and the city’s success as a film production center has increased the expectations of filmmakers who are considering Austin as a location. We are known to be a city that delivers service and minimizes production problems. We benefit from a positive “Austin Buzz,” but the Film Commission, the City and our industry professionals are challenged to continue to meet and exceed the increased

expectations that accompany the reputation we have earned. AFC relies on Austin CVB's Housing Department and tightly-knit local film community to provide consistent services for film professionals.

Housing. In many respects, Austin's success in this area brings a new set of challenges. While most of a film's crew needs can be met by hiring locally, all but the smallest productions inevitably require significant housing for out-of-state cast and crewmembers. These people want to be centrally located, and generally require a full-service facility. Fortunately, many of Austin's best downtown hotel properties are familiar with the unique requirements of the film industry, are film-friendly, and will always go the extra mile to meet the needs and requests of filmmakers. They have also been willing to offer filmmakers attractive rate packages. But as Austin has become a more popular destination, not just for filmmakers, but for tourists, conventions and other business travel, room availability and rates are increasingly an issue for budget-conscious filmmakers. Recently-announced hotel projects promise more downtown inventory over the next several years, and AFC plans to forge relationships with those properties early on. In addition, Austin offers several apartment and condo properties that can house production staff at an affordable rate for two to three months. With this new relief on the horizon, AFC can continue to serve as the liaison between production companies and hotel/condo management to arrange housing and provide top-notch service.

Limited Resources. Austin is growing as a film destination, and as a film community. As the city grows, so, too, do the responsibilities of AFC staff. In addition to conducting location scouts, making crew referrals, interfacing with governmental entities and keeping up with administrative duties, AFC also maintains a presence at promotional and educational events, national film festivals and trade shows. AFC also continues to support the SXSW Film Conference & Festival, Austin Film Festival, Austin Gay and Lesbian International Film Festival, Cine Las Americas and a host of smaller ethnic and niche film events. These events contribute to Austin's reputation as a film center and serve as an incubator for Austin's independent filmmaking community. And with the cooperation of the Texas Association of Film Commissions, we will increase our activity in all these areas.

Significant budget increases have allowed for more marketing (primarily through advertising in leading film industry outlets) and led to contracts signed on behalf of television and feature film projects. And while the program budget for film has increased, AFC could not operate without the resources made available by the Austin CVB. These resources allow the office to increase effectiveness and productivity and ultimately, accommodate the increased demand for Austin as a film destination.

In brief, support provided by the Austin CVB includes, but is not limited to:

- Communications Department: Print ad development, planning and placement of media buys, local/national public relations efforts, web marketing support and design/development of "Now Playing" Discount Card Program.
- Convention Services: Group welcome program.
- Convention Sales/Housing Bureau: refers short-term leases and researches available hotel room blocks.
- Visitor Center: Furnish film crews with welcome packets, maps, visitor materials.
- Music Office: Provide promotional CDs and book bands for film industry events.

Marketing Goals/Strategies, FY 2008-2009

GOALS	Monthly Goals 07-08	Monthly Goals 08-09	Annual Goals 07-08	Annual Goals 08-09
Online Production Leads	35	50	420	600
Production Packets	8	8	96	96
Production Starts	1.25	1.50	15	18
Production Days	25	40	200	480
Number of Commercials	2	2	24	24

Goal 1: Enhance services to production companies filming in Austin or considering Austin as a film location**Strategies:**

- Through consistent availability and efficient planning, provide the highest quality of service to filmmakers with the intention of establishing repeat business.
- Work with City departments to improve services for filmmakers.
- Educate productions on cost and time efficiency by utilizing the Sales Department housing contacts.
- Provide decision makers with a state-of-the-art location package (Reel-Scout).
- Host a Texas Association of Film Commissions event in the spring to showcase Austin as a film destination.
- Attend and promote Austin at the Association of Film Commissioners International annual Locations Expo tradeshow in Los Angeles, April 2009
- Host Austin Film Festival opening night reception.
- Enhance and expand new online version of Austin Production Guide.

Goal 2: Improve relations with local and national film industry partners**Strategies:**

- Partner with the Texas Association of Film Commissions on pertinent news releases, coordinated advertising campaigns, advertorial placements and editorial content to raise awareness of financial incentives, citywide promotions and benefits of filming in Austin.
- Partner with Texas Association of Film Commissions to participate and/or establish an Austin presence at an expanded menu of trade shows, film festivals and film-related events nationwide.
- Forge relationships with local vendors, production companies and ancillary businesses.
- Plan and host event to coincide with Los Angeles Film Festival.
- Host cast and crew screenings of local film projects.
- Host a local Austin Film Industry appreciation event.
- Place "thank you" advertisements in major trade publications for projects made in Austin.

Goal 3: Educate local community of economic benefits of film industry

Strategies:

- Increase presentations to community groups.
- Work with Marketing Communications to develop press releases and garner free editorial.

Goal 4: Raise awareness for the Austin Film Commission and drive consideration of Austin as a premier film destination

Strategies:

- Develop suite of collateral materials to promote Austin Film Commission services including, but not limited to, brochures, filmmaker toolkits and USB drives that contain information on Austin film incentives, Austin Studios, regulations and permits and a comprehensive list of films made in Austin.
- Expand Now Playing Discount Card Program to include additional area hotels, restaurants, attractions and retail venues.

Music Marketing

Mission

The Austin Music Office promotes Austin as the Live Music Capital of the World®. The diversity and abundance of Austin music—blues, rock, hip-hop, Latino, jazz, classical and country—draws millions of visitors to Austin each year. Leisure and business travelers are encouraged to visit nearly 200 live music venues throughout the city, take part in world-renowned music festivals and, when hosting a meeting or event, to book music utilizing the city's 1,600 musical acts.



Department Overview

Austin's success as both a business center and travel destination is greatly enhanced by its culture, which for decades has revolved around a vibrant live music scene. Capitalizing on this musically charged environment, the Music Office operates with one full-time employee. The department promotes the availability and accessibility of live music and local musicians to convention and meeting event planners, and markets Austin as a prime destination for music-related conventions.

Marketing Goals/Strategies, FY 2008-2009

GOALS	Monthly Goals 07-08	Monthly Goals 08-09	Annual Goals 07-08	Annual Goals 08-09
Industry Contacts	55	55	660	660
Booking Assists	15	15	180	180
Sales Leads	.5	.5	6	6

Goal 1: Promote Austin as the Live Music Capital of the World® to visitors

Strategies:

- Conduct a concentrated marketing effort promoting Austin's diverse live music scene to leisure travelers through the promotion of music events and special cultural offerings.
- Augment Marketing Communications Department efforts by hosting journalists to increase editorial coverage of and about Austin music.
- Assist Tourism Department in promotion of packages and tours involving music-related activities such as *Austin City Limits* Music Festival, Latino Music Month, Urban Music Festival and the Austin Fine Arts Festival.
- Work to attract music industry meetings to Austin; work directly with groups after they are booked to ensure successful meetings that incorporate and involve the local music community.
- Produce a compilation CD of Austin music and mini guide to music scene for 2009.
- Enhance music information on Austin CVB website for visitors.

Goal 2: Promote availability and accessibility of Austin music

Strategies:

- Work with Convention Sales and Convention Services departments to use music as an additional selling tool when competing with other destinations by assisting with site visits, materials and bookings for local events.
- Manage the “Have You Hired a Musician Today?” program by assisting conventions, tradeshow and local businesses with booking recommendations for live music at events.
- Book music for familiarization tours, sales, tourism and media events.

Goal 3: Work with the City of Austin on music related issues, including reporting office activities to Austin Music Commission meetings and booking City Council music

Strategies:

- Attend Austin Music Commission meetings and serve on live music task force to help execute goals for the music community and communicate activities of the music office.
- Book all live music for weekly City Council meetings.
- Work with Austin Airport in promoting live music at the airport and targeting increased music during peak times such as SXSW.
- Help promote “Music on the Plaza” series at City Hall.

Goal 4: Work with community partners to strengthen the music community

Strategies:

- Partner with local cultural organizations, such as the Austin Latino Music Association, Health Alliance for Austin Musicians, Diversified Arts, Pro Arts and other cultural arts groups to promote music events that bring visitors to Austin and raise the level of awareness of culturally diverse music.
- Continue to partner with community and hospitality organizations such as the Downtown Austin Alliance, Austin Music Foundation, Texas Music Office, Austin Hotel Lodging Association and Austin Hospitality Association to promote the importance of the music industry.
- Partner with and promote the variety of arts and music organizations working to make Austin the Live Music Capital of the World®, including but not limited to Austin Lyric Opera, Austin Symphony and the Austin Chamber Music Center.
- Continue to work with and partner with the local music community in promoting the growth and development of the local industry such as live music clubs, venues, recording studios, record labels and music instrument manufacturers.

Goal 5: Raise awareness of Austin as a premier music destination among national and international music industry professionals.

Strategies:

- Develop custom collateral (electronic and printed) to promote Austin music and the services of the Austin Music Office. Featured content could include a mini music guide

- with maps of entertainment districts, club and festival listings, fast facts, economic impact information, and listings of top Austin artists with links to their web sites.
- Update ACVB web site to prominently feature music section. Add enhanced content such as music history, interactive maps, artist listings and a guide by genre.
 - Establish event presence via showcases, media receptions, advertising and client events at select National Festivals, National Music Events, Organizations and Conferences such as the Grammys, MIDEM, CMJ, Americana Music Festival, New Orleans Jazz and Heritage, LARAS, LAMC and Billboard Awards.
 - Collaborate with successful Austin touring acts to promote Austin at national and international shows with banners, Austin centric gift bags, giveaways, takeaways, announcement from stage and VIP access for clients and media.

Visitor Center

Mission

The mission of the Austin Visitor Center is to increase visitor volume, length of stay and visitor spending by providing relevant visitor information, tours, retail merchandise and quality customer service. It is our goal to deliver the highest level of customer service in a warm, friendly fashion with knowledge and pride in the city of Austin and Austin CVB.

Department Overview

The department consists of a Director of Retail & Visitor Services, Manager of Visitor Services, Visitor Center Manager of Operations, Assistant Manager, two Information Specialists and a team of volunteers. Collectively, the department oversees gift shop retail, licensed product development, tours and collateral material development, along with Visitor Center operational procedures.



Visitor Center staff are ambassadors for the tourism/hospitality industry in Austin, providing a supportive business environment and proudly committed to representing the city. To better understand our customers, we continue to compile visitor survey information. Maintaining a working knowledge of who our visitors are, what they like to do, how much they spend, etc. motivates local businesses to take advantage of our outreach programs. The resulting partnerships better serve the visitor and encourage return visits.

The Director and Managers also serve as officers for downtown associations, including the Austin Guest Services Association, Downtown Austin Alliance, Austin Tour Association and Austin CVB Community Action Committee. The Visitor Center continues to interact with the East Sixth Street neighborhood and help set operational procedures during street closures and annual events. Our presence in the area helps provide a cleaner, safer environment for visitors.

Our retail revenue (year to date) has increased 7 percent over last year. We continue to introduce new Austin merchandise, such as guitar bottle openers, paperweights, tote bags, pillows and throws. We are in the process of designing a new water bottle label, by artist Sharon Roy Finch; this design will be used to develop more Austin products for possible licensing agreements.

To increase retail revenue and offset expenses, the department will focus on four goals:

- Community awareness
- Increase revenue
- Increase hospitality industry partnerships
- Expand volunteer and intern programs

Marketing Goals/Strategies, FY 2008-2009

GOALS	Monthly Goals 07-08	Monthly Goals 08-09	Annual Goals 07-08	Annual Goals 08-09
Walk-in Inquiries	11,000	11,500	132,000	138,000
Call-in Inquiries	1,800	1,600	21,600	19,200
Internet Inquiries	2,500	3,000	30,000	36,000
Visitor Packets Sent	7,400	7,000	88,800	84,000
Retail Revenue	\$57,500*	\$65,000*	\$690,000	\$780,000

* Average; retail revenue goals vary monthly

Goal 1: Continue educational community awareness

Strategies:

- Work with downtown organizations to set procedures for street closures and events.
- Work with the Austin Police Department and Downtown Rangers to set better security procedures.
- Implement “go green” program by recycling packing materials and providing recycling containers for visitors.
- Participate in Austin tourism association meetings and the Downtown Austin Alliance.
- Speak to community and corporate groups to educate businesses about Austin and its attractions.

Goal 2: Increase revenue to offset operational expenses

Strategies:

- Build an e-commerce tool on the new austintexas.org website to offer select Visitor Center merchandise including Austin music CDs, t-shirts and art prints/ posters.
- Increase average sale from \$25 to \$30 by carrying more upscale merchandise.
- Develop e-mail blast marketing for special events to attract local businesses in the downtown area.
- Promote music venue events such as Austin CD Release parties and yearly specials via announcer-read radio spots, collateral (posters, postcards) and e-mail blasts.
- Work with local artists and businesses to offer local culture merchandise.
- Offer organically grown and recycled merchandise to support our “go green” program.

Goal 3: Increase revenue generated by rack brochure program

Strategies:

- Increase annual fee for local and non-local advertisers by 2 percent.
- Implement “Business of the Week” program to feature signature attractions, restaurants and events.
- Host an appreciation reception to thank our partners and promote Austin during National Tourism Week.
- Offer new attractions two free months of rental space upon signing an annual contract.
- Develop “Break-away” information sheets to promote partners.

Goal 4: Expand volunteer and intern programs to off-set salary expenses

Strategies:

- Continue to work with Directors of Volunteers in Austin, Newcomers Associations and volunteermatch.com to increase volunteer staff.
- Partner with local colleges to enlarge student internships; post temporary, part-time positions on hirelonghorn.com.
- Update training procedures and policies for our new point of sales system.

Staff Contacts

Area codes are 512 unless otherwise noted

Administration

Robert Lander, President & CEO	583-7201
Roy Benear, Senior Vice-President	583-7259
Candi Diebel, Executive Assistant	583-7254
Julie Hart, Vice President of Finance and Operations	583-7205
Gina Palmertree, Finance Manager	583-7204
Melissa Bryan, Director of Information Technology	583-7208
Mitzi Pirkey, Information Technology Assistant	583-7211
Cindy Nale, Human Resources Manager	583-7207
Karen Case, Director of Administration	583-7202
Patty Barlow, Receptionist	583-7203
Paul Torn, Runner/Operations Coordinator	583-7251

Convention Sales

Rob Hampton, Vice President of Sales	583-7269
Mary Kay Hackley, Dir. of Industry Relations and Strategic Sales	583-7215
Shannon Cannon, Assistant Director of Sales	583-7214
Christine Cramer, Sales Analyst & Programs Manager	583-7218
Susan Richardson, Business Development Manager	583-7206
Kelly McBride, Midwest Account Director	583-7216
Donna Cottle, Account Director	583-7217
Maurice McCloney, Account Director	583-7241
Alysia Tata, Account Director	583-7219
Lisa Perry, Executive Meetings Manager	583-7265
Lindsey Elliott, Executive Meetings Manager	583-7261
Suzanne Burkard, Eastern Regional Sales Support Manager	583-7221
Holly Morchat, Sales Coordinator	583-7220
Tori Ronstadt, Sales Coordinator	583-7258

Eastern Regional Office (Washington, DC)

Jim Doherty, Director of Eastern Regional Sales	703-647-7507
Meredith Brown, Account Director of Eastern Regional Sales	703-647-7506

Midwest Regional Office (Chicago)

Sarah McCabe, Director of Midwest Regional Accounts	312-829-1343
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Austin Sports Commission

Matthew Payne, Executive Director	583-7257
Matt Wilson, Account Director	583-7212

Convention Services

Linda Atkins, Director of Convention Services	583-7222
Janice Foster, Assistant Director of Convention Services	583-7224
Rose Curran, Housing Manager	583-7225

Betsy Richardson, Convention Services Manager	583-7223
Jerry Esters, Convention Services/Housing Coordinator	583-7249

Marketing Communications

Jennifer Walker, Director of Marketing Communications	583-7209
Katie Cook, Marketing Communications Manager	583-7245
Beth Krauss, Media Relations Manager	583-7210
Danielle Owen, Communications and Finance Coordinator	583-7249

Tourism Sales & Marketing

Adriana Jimenez, Director of Tourism and Cultural Marketing	583-7228
Linda Moore, Tourism Sales Manager	583-7232
Kym Rusch, Tourism Coordinator	583-7200

Heritage Marketing

Marian Augustine, Heritage Marketing and Film Manager	583-7227
Jimmy Rittenberry, Visitor Services Manager	583-7233

Music and Film Marketing

Gary Bond, Director of Film Marketing	583-7229
Rose Reyes, Director of Music Marketing	583-7230

Visitor Information Center

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866-GO-AUSTIN 478-0098

Cheri Winterrowd, Director of Retail & Visitor Services	583-7255
Suzanne Watson, Manager of Operations	583-7240
Harrison Eppright, Manager of Visitor Services	583-7237
Cynthia Trenckmann, Visitor Center Asst. Manager	583-7235
Amanda Garcia, Visitor Services Assistant	583-7234

